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SECTORAL ACTIVITIES

Update Report



Spring 1997



Human Resources
Development Canada

Développement des
ressources humaines Canada

Canada
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SECTORAL ACTIVITIES

Update Report

Spring 1997

Additional copies of this publication (including in alternate formats) can be obtained from:

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This report is also available on the Internet at the HRP web site, located at <http://www.hrdc-drhc.gc.ca> under Programs and Services - Human Resources Investment, and at <http://intracom.hq-ac.prv:82/hrdc/spi> on the HRDC Intranet.

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SECTORAL ACTIVITIES

Update Report



Preface

This is the sixth publication of the annual Sectoral Activities Update Report. It is produced by the Human Resources Partnerships (HRP) Directorate of Human Resources Development Canada (HRDC). The report summarizes the activities of partners in the fifty-two sectors with which HRP is currently involved under the Sectoral Partnerships Initiatives.

This edition is divided into two sections. The first provides a description of the various business lines which HRP offers. The second section is a sector-by-sector overview of activity completed and ongoing as of May 1997. For further information on a particular sectoral activity, a contact name and phone number has been provided for each sector. An order form for available sector-specific publications such as sector studies and national occupational analyses and standards has also been included.

We welcome your feedback on how we can improve this document. Please address any comments, or requests for other HRP publications and promotional materials, to:

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Business Lines

Human Resources Partnerships

Human Resources Development Canada (HRDC) promotes the effective operation of the national labour market by following an agenda which encompasses a wide range of employment activities. Within HRDC, the Human Resources Partnerships (HRP) Directorate supports five pan-Canadian activities:

- encouraging private-sector ownership of human resource issues;
- developing and maintaining interprovincial partnerships, and linking them to private-sector partnerships;
- providing knowledge and understanding of the national labour market;
- influencing the learning system; and
- removing interprovincial barriers.

HRP's mission is to support these activities by facilitating a shared understanding of the changing world of work, and mobilizing labour market partners to help improve Canada's human resource systems by:

- providing a foundation of knowledge and information about occupations, skills, careers, and sectors of Canada's labour market;
- facilitating interprovincial mobility of labour; and
- aiding in the development of pan-Canadian private-sector and interprovincial partnerships to address human resource issues.

While HRDC has traditionally assisted individual Canadians directly through social or economic programs, HRP reduces the need for individual interventions by fostering changes in employment practices, institutions, and social and learning systems. These changes help individual Canadians access the training and experience that most closely meets their career objectives, while helping employers maximize workforce efficiency.

HRP encourages co-operation among business, labour, educators, trainers, and provincial, territorial, and federal governments. The synergistic value of these partnerships has proven to be much greater than the sum of each partners' individual efforts. HRP's approach is on the leading edge of private sector - public sector relations in Canada.

More information on Human Resources Partnerships can be found on the HRP web site, located at <http://www.hrdc-drhc.gc.ca> under Programs and Services - Human Resources Investment, and at <http://intracom.hq-ac.prv:82/hrdc/spi> on the HRDC Intranet.

Sectoral Partnerships Initiatives

Sectoral Partnerships Initiatives (SPI) is one of the major business lines offered by Human Resources Partnerships (HRP). SPI brings together employers, workers, educators, governments and other stakeholders in a sector to define and address, on a national basis, the common human resource challenges facing their industries. Although the activities are driven and owned by the private sector, SPI serves as the catalyst, providing information and expertise. By encouraging and facilitating consensus concerning national issues and strategies, SPI helps industry maximize the productive potential of the Canadian labour market.

The Canadian economy is constantly changing. Increased global competition, rapid and continuing advances in technology, shifting labour force demographics, and changing public policies are just a few of the forces behind the evolution of how industries must now do business. As this environment increases in complexity, it becomes more difficult and more imperative that industries optimize the potential of their human resources. Developing and implementing successful human resource strategies requires the co-operation of all stakeholders. SPI brings these sectoral stakeholders together, helps them analyze the human resource challenges facing their industries, and encourages them to develop and implement the human resource strategies they need to remain competitive.

The following objectives have been set for SPI:

- develop effective partnerships in and with the private sector;
- improve the relevance of the learning system;
- foster a lifelong learning culture within industry;
- support the mobility of labour across Canada; and
- contribute to Canada's labour market information.

Over the years, SPI has successfully introduced a number of business lines, and with partners, has developed and/or facilitated:

- human resource sector and occupational studies;
- sector councils;
- national occupational analyses and standards;
- Essential Skills Profiles;
- Prior Learning Assessment and Recognition support;
- National Sectoral Adjustment Service;
- skills enabling initiatives;
- certification and accreditation systems;
- improved career and occupational information products; and
- specialized initiatives aimed at particular occupations, skills, or target audiences (e.g. Sectoral Youth Internship).

SPI also encourages the development and integration of employment equity objectives across sectoral initiatives to help all members of the labour market obtain equal access to employment, promotion and training opportunities.

There has been considerable response from the private sector to the activities proposed under SPI. Almost forty sector studies have been published, over twenty sector councils are currently operational, and there are a number of organizations which are currently planning sectoral programs and projects.

Sector Studies

A human resource sector study brings together employer, employee, academic and government stakeholders to identify a specific industry's current and future human resource development challenges.

A sector study uses a strategic framework to:

- diagnose human resource problems in national industry sectors;
- achieve industry-wide consensus on areas for action; and
- help determine the need for a permanent private-sector capacity to implement human resource development strategies.

Updates to past studies are also undertaken to meet the ongoing labour market information requirements of a sector council or group in support of their unique initiatives.

Over 35 of the studies produced to date have been summerized, and can be found on the Sector Studies web site (see address below).

In addition, the Strategic Human Resources Analysis/Sector Studies Division is also identifying and defining emerging and knowledge-based sectors, best human resources practices, and the provision of quantitative support to internal and external clients.

To order a copy of a sector study, please refer to the order form found at the back of this publication.

More information on sector studies can be found on the Strategic Human Resources Analysis Division web site at <http://www.hrdc-drhc.gc.ca/hrdc/hrib/hrp-prh/ssd-des/> on the Internet, or at <http://intracom.hq-ac.prv:82/hrdc/hrib/hrp-prh/ssd-des/> on the HRDC Intranet.

Sector Councils

Sector councils are permanent organizations which bring together representatives from business, labour, education, and other professional groups in a neutral forum to co-operatively and comprehensively analyze and address sector-wide human resource issues determined through consensus with all key stakeholders. A sector council is often formed to develop and implement strategies based upon the recommendations made in a sector study.

Sector councils perform three broad functions: studying current and projected human resource challenges; identifying solutions; and co-ordinating and overseeing the implementation of strategies. Among others, specific strategies can include developing occupational standards, certification programs, and career information products to attract new entrants. Sector councils work closely with educators, provincial, territorial

and federal governments, and other industry and human resource experts.

While councils share the common goal of developing and improving human resources in their sectors, they vary in organizational structure and activities according to the particular needs and characteristics of their sector. As council agendas and activities are not imposed by the government or by a dominant stakeholder, but rather are determined through the gaining of consensus among all key stakeholders, strong links are forged between participants. Human Resources Partnerships assists sector councils by providing information, expertise, and start-up funding for their operation. Councils are expected to become financially self-sufficient with respect to their administrative costs. There are currently over twenty sector councils in operation.

National Occupational Analyses and Standards

National occupational analyses and standards help Canadians identify the skills they need to succeed in a particular occupation in the labour market. By describing the skills and knowledge needed to competently perform in the workplace, occupational analyses and standards help companies and individuals plan their skills development and maintain their competencies.

Specific occupational standards are developed by employers and employees working together through a Standards Development Committee. This committee selects a small group of occupational practitioners and a facilitator to develop an occupational analysis. The draft report of the analysis is then validated nationally, and becomes an occupational standard when it is endorsed by industry. Sectoral partners often identify the need to develop and implement occupational standards as a result of a human resource sector study.

Occupational analyses and standards can help industries to:

- assess the current capabilities of their work forces;

- determine educational, training, and recruitment needs and priorities; and
- communicate these needs to educators, trainers who design and use curricula, and individuals considering entering the sector.

National occupational standards increase the competitiveness of Canadian industries by facilitating:

- the recruitment, development, and maintenance of skilled workforces;
- improvements in effectiveness and efficiency of human resources development strategies; and
- labour mobility within Canada.

National occupational analyses and standards can help Canadians make and implement better human resource development decisions. To order a copy of an occupational standard, or the *National Occupational Analyses and Standards Kit*, please refer to the order form found at the back of this publication.

Red Seal National Occupational Analyses and Interprovincial Examinations

The Red Seal program was established to provide greater mobility across Canada for skilled workers. Through the program, apprentices who have completed their training and certified journeypersons are able to obtain a “Red Seal” endorsement on their Certificate of Qualification. To do so, they must successfully complete an Interprovincial Standards Examination. The program

encourages standardization of provincial and territorial apprenticeship training and certification programs. The “Red Seal” allows qualified trades persons to work in any province or territory in Canada where the trade is designated, without having to write further examinations. To date, there are 44 trades included in the Red Seal Program.

Youth Initiatives

Human Resources Partnerships (HRP) collaborates with participating industries and educational bodies to effect systemic change by encouraging and supporting the creation of structured school-to-work transition models based on real employer needs. A Sectoral Youth Internship (SYI) is a private sector-led partnership between government, industry, and educational and training institutions. SYI's approach is preventative, concentrating on building stronger linkages between industry and educators and trainers in order to smooth the transition into the labour market

— especially in emerging and expanding industries. Demonstration projects contribute to the mobility of the Canadian labour force by providing youth with transferable knowledge and skills based on national occupational standards. HRP also supports the youth employment strategy through career information products aimed at youth and through Science and Technology Internships — projects which provide wage subsidies to complement employer contributions and give valuable job experience to science and technology graduates.

Occupational Studies

Occupational studies develop labour market information for specific occupations. Drawing from a variety of sources such as Human Resources Development Canada's administrative data, special surveys and studies, and Statistics Canada, Human Resources Partnership's occupational studies are often collaboratively prepared with industrial or inter-governmental partners.

The process of developing specific occupational studies relies upon co-operation between occupational practitioners and their employers, unions or associations, and relevant provincial authorities — especially those involved with training and education. Typical occupational studies look at the demand and supply side of the labour market. On the demand side, emphasis is placed on examining the factors influencing

demand, such as the skills requirements of employers, the effects of technological change, economic effects, and evolving work patterns. Supply issues may include the size, demographics, industrial and geographic distribution, and skill attributes of the occupational labour force, as well as the way training responds to labour market needs. In many cases, an occupational study forms the basis of a long-term labour market strategy for use by occupational, trade, or professional organizations.

Occupational studies also assist partners such as the Canadian Council of Directors of Apprenticeship by participating in the development of training and related labour market information, survey design, and the analysis of survey data.

National Sectoral Adjustment Service

The National Sectoral Adjustment Service (NSAS) works at the national sectoral level. It encourages labour and management groups to work together on human resource challenges involving broad structural changes within an industrial or occupational sector, to:

- identify trends related to human resource supply, demand, recruitment, and training requirements;

- plan comprehensive human resource development activities related to training, recruitment, employment equity, or labour market adjustment; and
- implement specific solutions such as training course development and a skill recognition process.

Skills Enabling Activities

To enable the private sector to deal with changing work force knowledge and skills requirements, Sectoral Partnerships Initiatives (SPI) provides cost-shared support for activities which help industries build the capacity to solve current skills adjustment problems and plan for future needs. These initiatives help sectors build the structures and tools they require to adjust the characteristics of their labour

forces to match their needs. This is particularly important in sectors facing significant technological change. SPI's support is a key investment in the Canadian work force which helps protect jobs. By promoting and supporting lifelong learning, SPI encourages sectors and individual workers to solve current challenges and anticipate future knowledge and skill gaps.

Essential Skills

Essential skills are skills that are found in virtually all occupational areas. They include reading, writing, using documents, using computers, numeracy, problem-solving, planning and organizing, oral communication, working with others, and continuous learning skills.

Human Resources Partnerships (HRP) is collecting and analyzing information on these skills. The information will be compiled and distributed into a series of occupational Essential Skills Profiles. These profiles describe how the essential skills are actually used in particular occupations. Such profiles will be published for all lower-skill, entry-level occupations in Canada and will also constitute part of each national occupational standard. Human Resources Development Canada is also developing tools which can be used to assess the current level of proficiency of a particular work force. Comparing the essential skills pro-

files to the proficiency assessments will enable sectoral partners to determine the extent to which essential skills training is needed in that sector. The information contained in the profiles can then be used to increase the effectiveness of essential skills training.

Addressing deficiencies in essential skills helps industries maximize the value of more specific occupational training since essential skills provide the foundation for learning more specific occupational skills. Using the published profiles as a guide to skills development helps co-ordinate the supply and demand for skills training programs, as partners can use the profiles' terminology as a "common language" to talk about these skills. Providing effective essential skills training and workplaces that support the maintenance and development of essential skills are key to developing the competencies, potential and flexibility of work forces.

Prior Learning Assessment and Recognition

Prior Learning Assessment and Recognition (PLAR) involves the identification, documentation, assessment, and recognition of competencies (skills, knowledge and abilities) that have been acquired through formal or informal learning. Examples of informal learning include work experience, unrecognized training, independent study, volunteer activity, travel or hobbies. The benefit of PLAR is that it reduces the unnecessary duplication of training, and decreases both the cost and duration of training. PLAR also minimizes the possibility that the introduction of an occupational certifica-

tion could create unwanted barriers for those currently employed in those occupations.

The premise behind PLAR is that *what* a person knows and can do is more important than *when, where, or how* a person acquired their learning.

Human Resources Partnerships supports PLAR by providing expertise to sectoral partners, and by supporting the Canadian Labour Force Development Board's activities in PLAR, including a major conference — the National Forum on PLAR.

Occupational Information

Occupational information is labour market information that describes and classifies occupations which constitute the Canadian labour market. It is used by researchers, human resource planners, educators, immigration specialists, career planning specialists, and career counsellors, among others. Human Resources Partnerships (HRP) helps sectoral partners collect and use labour market information by scanning the economy for emerging trends, collecting information through

surveys and other studies, and performing initial analysis. Occupational information is presented by HRP in a variety of formats, including the *National Occupational Classification* (NOC) system, the *NOC Career Handbook* for career counsellors, and the Internet-based Electronic Labour Exchange (ELE). By providing occupational information to sectors and individuals, Canadians are able to make better decisions regarding the supply and demand for occupational skills.

Career Information Delivery

Career information is designed to help Canadians gain a better understanding of the existing career opportunities in the labour market, and is presented in accessible formats with more individually-oriented information. It is labour market information which is based on the theoretical underpinnings of occupational descriptions and classifications provided by occupational information. A wide range of career information products is available from Human Resources Partnerships (HRP), and still more products are under development. Examples of products include brochures, booklets, games, software, and videos. These products are designed to help people do four things:

- explore their professional interests and abilities, and the various career options available in the labour market;
- decide what priorities to set and opportunities to pursue;
- plan for attaining the required education, training and experience; and
- act on these strategic plans.

As a complement to the activities supported by Sectoral Partnerships Initiatives, HRP has launched a number of career development initiatives. Building on established

career development tools and projects, specific projects tailored to the needs of individual sectors have been started with several sector councils. Efforts are being concentrated in areas such as career planning issues, public understanding of the sector, technological impact on the sector, and relevant labour market and skills development information. Career information initiatives will be targeted to both current workers requiring redirection, future workers, students, parents, counsellors, and educators. In addition, the Canadian Careers Consortium has been established to develop non-sector-specific projects that meet the career information needs of Canadians. This consortium will allow HRP to work in partnership with the Canadian Labour Force Development Board (CLFDB), the sector councils, and the Canada Career Information Partnerships.

More information on career information products can be found on the Occupational and Career Development web site, located at <http://www.globalx.net/ocd>, or under Programs and Services - Human Resources Investment at <http://www.hrddrhc.gc.ca> on the Human Resources Development Canada web site.

INDUSTRIES

Aboriginal Economic Development Officers

Definition of Sector:

A professional development association called the Council for the Advancement of Native Development Officers (CANDO) works with, and for, Economic Development Officers (EDOs) serving Indian, Inuit and Métis communities. CANDO was established in 1990 to develop relevant training and education programs to assist their members in developing the skills and knowledge necessary to serve their communities.

Issues:

In 1993, CANDO completed a training needs assessment for the Royal Commission on Aboriginal Peoples. It identified the need to develop, implement, and test a program of accreditation for economic development officers working with Native communities, and economic and financial institutions.

Activities:

A national occupational standard for the occupation of Aboriginal Economic Development Officer (EDO) was completed in 1996. As a follow up to the standards development work, CANDO has entered into a two-year agreement with Human Resources Development Canada (HRDC) to develop a certification process for Aboriginal EDOs. The objectives of this agreement are:

- to research and develop a certification process based on the occupational standard for Aboriginal EDOs that will raise

their skill and knowledge level as well as their credibility within the community;

- to develop a strategy that will promote and secure the buy-in of industry (corporate sector and band leaders), EDOs, and academics to a certification process for EDOs;
- to research and develop a **prior learning assessment and recognition (PLAR)** process, and a distance learning component which can be incorporated into the certification process; and
- to identify gaps in existing curricula and develop a course on ethics.

Status:

A consultant has been hired to develop the **PLAR** process, which will assess existing skill and knowledge levels that EDOs may have gained through means other than formal education. This process will include a **PLAR** policy, a learner's guide, and a sample **PLAR** portfolio.

The development of a certification course guide, including a listing of all courses available at participating institutions that will be accredited by the CANDO certification process, is under way.

The new *MawiO'mi Journal*, an academic journal with peer-reviewed articles, will be published in the fall of 1997. The journal will serve to keep EDOs and students of economic development informed of new initiatives in the field and innovative practices in communities across the country. It will also be used with other course materials to teach classes geared toward EDO certification, and to promote the certification program.

A home page on the CANDO web site to promote the certification program and provide access to information on the course guide is also under development.

Future Developments:

Course gaps for Aboriginal EDO certification at participating institutions will be identified, and the number of institutions participating in the process will be increased to ensure that training opportunities are available in all regions of Canada. Also included in the process will be the development of a fee structure and a tracking system for participants of the certification process. It is anticipated that between 100 and 200 students will enroll the first year of certification, and that between 50 and 100 people will be able to obtain their certification within the first two years through **prior learning assessment and recognition**.

Participants/Key Players:

- CANDO, including both employers (tribal council representatives) and employees (economic development officers).
- Educational institutions with Native studies programs.
- Private-sector corporations involved in development on or near Aboriginal lands.

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Aerospace (Manufacturing)

Definition of Sector:

The aerospace manufacturing industry includes:

- firms that engage in the integrated design, development, manufacture, and marketing of complete aircraft and propulsion systems;
- firms that specialize in the manufacture of major aircraft components such as navigation and communication systems, avionics and aircraft sub-assemblies; and
- subcontractors whose primary activity consists of supplying goods and services to the manufacturers of aircraft parts and components.

This industrial sector also includes parts of other industries like transportation equipment, other instruments and related products, and other communication and electronic equipment. In 1996, Industry Canada reported that the sector employed approximately 40,000 workers in 200 plants with \$5-6 billion in annual business.

Issues:

The aerospace manufacturing industry is facing:

- a shift away from military markets and towards the more competitive civilian markets;
- increased cost competition;
- a need to be on the leading edge of technology and innovative production processes;
- a need to improve organizational practices;
- a need to improve managerial culture and practices; and
- a need to increase shop-floor skills.

Activities:

The National Aerospace Human Resource Committee, a labour-management group, has been established to assess the human resource issues facing the industry and to recommend means of addressing them.

Status:

The National Aerospace Human Resource Committee, in consultation with other industry stakeholders, is currently evaluating the possibility of developing a number of projects within the realm of the **Sectoral Partnerships Initiatives** program.

Participants/Key Players:

- Aerospace Industries Association of Canada
- Canadian Auto Workers Union
- International Association of Machinists and Aerospace Workers

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AGRICULTURE

Horticulture

Definition of Sector:

The Canadian horticultural sector comprises many different edible and non-edible crops grown in different regions. The industry includes growers of greenhouse vegetables and flowers, nursery products, mushrooms, potatoes, field vegetables, fruit, and landscapers. More than 20,000 small business farms operate in horticulture and employ — both full time and part time — more than 100,000 individuals. More than 35 percent of these jobs are held by people under the age of 24. According to the *Human Resource Issues and Opportunities National Report on Horticulture*, there are approximately between 2,000 and 3,000 jobs created in the sector per year. Sub-sectors include:

- floriculture and nursery;
- field vegetables;
- potatoes;
- fruits; and
- mushrooms.

Issues:

The horticulture sector is facing:

- increased competitiveness due to globalization;
- an expanding range of products, services, and processes due to technological innovations and changing consumer demand; and
- the need for increased worker recruitment and retention.

As a result, the following key human resources issues have been identified:

- the need to develop **national occupational standards**;
- the need to upgrade the skills of the work force; and
- the need to increase career information and awareness of career opportunities among youth.

Activities:

Several **Sectoral Youth Internships (SYIs)** were run in 1996-1997 to attract new workers to the industry. These projects included:

- a prairie horticultural internship program for recent high school graduates entering careers in the greenhouse and nursery sectors;
- a work and learn program in British Columbia with the tree fruit and greenhouse sectors for recent high school graduates and youth receiving social assistance benefits;
- a program for physically and mentally challenged youth in Quebec, through which 10 such youths have found full-time employment;
- a youth career-orientation program in southwestern Ontario involving the landscape industry after which all 44 graduates found employment; and
- a youth initiative in Atlantic Canada involving the landscape industry which has been designed to teach basic landscaping techniques and emphasize hands-on work.

The Horticultural Human Resource Council (HHRC) has received funding from the Canadian Farm Business Council for the

adaptation of a *Farm Employers Handbook*. This publication was originally intended for B.C. employers but is now being adapted for national use.

A needs assessment and curriculum development project for a boiler operator's training program specifically geared to the needs of the horticultural industry was implemented in British Columbia. The B.C. Regional Council is awaiting approval from the Ministry of Municipal Affairs prior to proceeding with a pilot training workshop for farm employees.

The British Columbia Horticultural Council (BCHC) has received funding for two projects under the Farm Business Management Program. The first project is looking at a needs assessment for a horticultural management degree. If successful, the project will eventually lead to a post-secondary program that would combine both horticultural technical skills, and financial and human resource management skills. The second project involves developing a payroll software template for employers paying piecework rates.

The B.C. Ministry of Environment, Lands and Parks is working closely with the BCHC to develop a pesticide post certification accreditation program for the horticultural industry.

The Prairie Horticultural Council has reached an agreement with the landscape industry to help co-ordinate the Canadian Nursery Trades Association certification examinations. Certification examinations are scheduled to be held at Olds College in August.

The Ontario Horticultural Council conducted Landscape Ontario skills upgrading seminars over the winter months. The Council has also worked closely with industry representatives and the provincial government to produce employer handbooks and employee manuals, and to develop a three-day course.

The Quebec regional council has launched a new youth initiative project in Laval targeted at workers with disabilities. Handbooks and experience gained under the earlier **SYI** project are being used.

The Quebec regional council, IQRHH, has received funding from the Farm Business Management Program for two projects. The first project involves the translation and adaptation of a handbook. The second project is a study documenting payroll methods in the vegetable and fruit production industry.

The IQRHH is actively participating with provincial educational institutions in the evaluation of training needs in horticulture and exploring opportunities to develop distance education programs. IQRHH has participated with the Ministry of Education in Quebec in the revision of the vocational diploma in field vegetable environmental production.

The Atlantic regional council has completed 10 pesticide certification programs in P.E.I. certifying approximately 300 people. Discussions are currently underway with Nova Scotia and New Brunswick to hold similar training sessions.

Two training programs are being delivered in New Brunswick by the Council with funding provided by Canadian Farm Business Management. The first program, a five-day Certified Horticultural Advisor Program, was developed using funding from the Strategic Development Fund. The second initiative involves the development of a management training program for the industry.

Status:

First generation **Sectoral Youth Internships** have been delivered. An evaluation of the **Sectoral Youth Internships** is currently being conducted by KPMG consultants. As well, certification examinations are being held for **national occupational standards** developed for the landscape industry, and the *Farm Employers Handbook* will be ready for distribution in the fall of 1997.

Future Developments:

- The sector plans to introduce a **Science and Technology Internship**.
- **National occupational standards** will be developed for the floriculture and greenhouse sub-sector.

Participants/Key Players:

- Canadian Mushroom Growers Association
- Canadian Nursery Trades Association
- Fédération interdisciplinaire de l'horticulture ornementale du Québec
- Flowers Canada Alberta Region/F.H. Rabb Greenhouses Ltd.
- Flowers Canada Inc.
- Labour representatives
- Landscape Ontario Horticultural Trades Association
- Manitoba Vegetable Growers Association
- Ontario Fruit and Vegetable Growers Association
- Plants Ltd.
- Syndicat des producteurs en serre

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Aircraft Repair and Service

Definition of Sector:

The aircraft maintenance industry repairs, overhauls, retrofits, and remanufactures all types of aircraft and aircraft components. It includes firms engaged only in

aircraft maintenance, as well as divisions of firms in aviation and other aerospace businesses. Some 1,200 firms are involved in total, employing approximately 16,500 civilian workers and close to 7,000 military workers. The sector is experiencing declining numbers of employees in response to concerns over cost.

Issues:

The aircraft repair and service industry is facing:

- a cautious economic climate;
- deregulation;
- increased cost competition; and
- increased competition from foreign repair/maintenance providers.

As a result, the following key human resources issues have been identified:

- defining **national occupational standards** for the industry;
- establishing training programs and core curricula;
- recruiting new entrants; and
- developing mechanisms for ongoing, industry-wide human resource planning.

Activities:

The Canadian Aviation Maintenance Council (CAMC) was established in 1992. Based on industry input, CAMC has developed, and is in the process of implementing, a detailed human resource strategy. The development of competency-based **national occupational standards** for 13 trade occupations is the key element to establishing this strategy.

The industry was also involved in a sectoral labour market information (LMI) data development/update project in 1995-1996. The project involved surveying all approved maintenance organizations to assess prospective demand for new entrants into the industry over the next five to ten years. The results of this survey were released in spring 1996 under the title *Demographic Study of the Canadian Aviation Maintenance Industry*. The survey concentrated on the 13 non-licensed aviation specialties with which CAMC is working.

Status:

Occupational analyses have been completed on all of the occupations which have been selected for standards development, and all will be published. The second step is to develop curricula for each occupation. Eight curricula have now been completed and the remaining will be completed in 1997.

Once completed, these occupational standards will be available to post-secondary institutions and employer-based training organizations across Canada. Organizations that deliver a CAMC program will have to apply for accreditation. Program graduates will be eligible to apply for CAMC registration as fully-trained technicians once they complete the structured school program and the on-the-job practicum.

The Council has launched a **Sectoral Youth Internship** to establish structured pathways and assist young Canadians to successfully make the school-to-work transition into the aviation maintenance industry. Projects are under way in five provinces.

Future Developments:

CAMC is investigating the possibility of developing a virtual link between the Council and the Electronic Labour Exchange (ELE) to enhance services to the sector. As well, the Council is considering developing a national exam question bank for a number of their major occupations.

Participants/Key Players:

- Aerospace Industries Association of Canada
- Air Transport Association of Canada
- Canadian Aircraft Maintenance Engineers Association
- Canadian Business Aircraft Association
- Department of National Defence
- International Association of Machinists and Aerospace Workers
- National Training Association

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Associations

Definition of Sector:

The associations sector comprises over 80,000 associations and their staff representing trade, professional and commercial associations, major charities, and special interest groups. According to studies by the Canadian Society of Association Executives, their collective contribution to the Canadian economy is estimated at 40 percent of GDP.

Issues:

The associations sector is facing:

- the need for specific education programs in association management and leadership;
- flexible continuing education; and
- education and training programs accessible to those living in geographically-diverse locations.

Activities:

- A **National Sectoral Adjustment Service** agreement to develop a high level of professionalism in the sector began in March 1995.
- A committee has been struck to assess the human resource issues facing the sector.
- Committee focus groups have defined the skills and knowledge required by association managers. These definitions are being used to develop a revised and improved association management education program.

Status:

A state-of-the-art association management education program will be developed by the end of 1997.

Participants/Key Players:

- Canadian Society for Association Executives
- Executives of member associations

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Auto Repair and Service Industry

Definition of Sector:

This sector includes everything that is done to repair and service an automobile after it is sold. This is called the automotive aftermarket. According to the *Case Study Report on the Canadian Automotive Repair and Services (CARS) Council* conducted by Human Resource Development Canada (HRDC) in 1995:

- the sector employs over 340,000 workers; and
- there are 35,000 service outlets across the country.

Issues:

The auto repair and service industry is facing:

- a rapid rate of technological change;
- a shortage of auto service technicians, and other workers, with up-to-date skills; and
- a need for standardization of skills.

Activities:

In 1988, the CARS Council was established. It has a clear mandate to develop and implement solutions to the industry's human resource and training needs. The CARS Institute was created to assist in the implementation of these solutions.

- CARS developed a seven-year skills upgrading program called CARS Investment In People program (CiiP) to stimulate recruitment.
- CARS is promoting the range of rewarding career choices in the automotive repair and service field, and other opportunities in the automotive aftermarket.
- In 1995, CARS, in conjunction with the Canadian Council of Directors of Apprenticeship (CCDA), developed the **Red Seal national occupational standard** for automotive service technician.
- Work has also begun on the development/validation of **national occupational standards** and curriculum for the following occupations: service manager/assistant service manager; service advisor; parts counter person; heavy truck technician; and collision repair technician.
- A curriculum is being developed for training in emission systems diagnosis and repair.
- CARS has recently developed and piloted a national accreditation program. An implementation plan is currently being proposed.
- CARS has developed a **Sectoral Youth Internship** in the motive power sector called Career Choices for Youth.
- The CARS Institute, whose members are auto service technicians, offers benefit plans to its members. Benefits include group insurance, health benefit plans, and an annual subscription to a professional development magazine.

Status:

The CARS Council is now totally funded by industry. The CiiP, which was funded by HRDC for the first three years, is now totally funded by industry. The CARS Council is receiving funding for the **Sectoral Youth Internship (SYI)** until May 1998. Through SYI, up to 1,060 youths will go through a one-year training program in motive power. Participants will be qualified for entry-level positions in the motive power sector. The internship position provides experience and, in most cases, employers commit themselves to offering the student a position should one become available.

Future Developments:

- In 1997, CARS will be participating in the update of the human resources study of the sector.
- A Workplace Coaches Training program is in the early planning stages.
- In partnership with several **sector councils**, CARS is investigating the possibility of moving to the delivery of training and development of programs utilizing appropriate technology-supported distance learning delivery approaches, such as video-conferencing.
- Pilot testing of the emission systems diagnosis and repair curriculum will occur in the fall of 1997.

Participants/Key Players:

- Association of International Automobile Manufacturers of Canada
- Automotive Industries Association of Canada
- Canadian Association of Motive Power Educators
- Canadian Automotive Repair and Service Institute
- Canadian Vehicle Manufacturers Association
- Federation of Automobile Dealers Association of Canada
- National Automotive Trades Association

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Biotechnology**Definition of Sector:**

More than 700 organizations in Canada are involved, directly and indirectly, in biotechnology -- 500 of which are private and public companies. These organizations employ over 23,000 people. Although often referred to as an industry, biotechnology is also recognized as an enabling technology underlying or causing transformation in many sectors of the economy, such as agriculture and food, pharmaceuticals, environmental management, health, and aquaculture. Ernst and Young have estimated that there are 224 "core" firms in the sector (i.e. those whose business is wholly or substantially related to biotechnology), who employ approximately 11,000 people and generate \$1.14 billion in revenues.

Issues:

Globally, the biotechnology industry is in a dynamic state of development, shaped by four factors:

- the growing importance of alliances between biotechnology companies and the companies that use their technologies and products, in industries such as pharmaceuticals, agriculture and food, chemicals, environmental remediation and waste disposal, pulp and paper, and others;
- the changing nature of biotechnology research, which is evolving from a technology focus to a product focus, and is broadening and becoming much more disciplinary (e.g., molecular biology, molecular pharmacology and bio-informatics);
- the changing focus of biotechnology companies, from wide-ranging research, development, and commercialization efforts to specialization, rationalization, and consolidation around company strengths; and
- the increasing importance of human resources in the success of biotech companies.

Activities:

A human resources sector study was published in May 1996. The steering committee members strongly recommended setting up a human resource council for the industry.

The Industrial Biotechnology Association of Canada supports the administration of the Biotechnology Human Resources Council (BHRC). A detailed agenda and start-up plan for this council, including staffing arrangements, was prepared in consultation and co-operation with the study steering committee members. The BHRC started its developmental phase in April 1997.

The BHRC has identified five main target audiences that require different skills, knowledge, and training:

- university and college faculty;
- research/technical biotechnology professionals;
- non-technical biotechnology professionals;
- secondary school teachers; and
- government regulators.

In addition, the BHRC is also targeting the need to help bring skilled personnel into Canada from abroad through a strategic immigration and recruitment program.

Status:

The BHRC is developing programs and initiatives to meet the immediate needs of these key targets.

Participants/Key Players:

The following organizations are represented on the BHRC Board of Directors:

- Ag-West Biotech
- Allelix Biopharmaceuticals Inc.
- AltertekBio
- Canadian Genetic Diseases Network
- Canadian Institute of Biotechnology
- Canola Council of Canada
- Chromos Molecular Systems
- Clay Switzer Consultants
- Haemacure
- Imutec
- Industrial Biotechnology Association of Canada
- Inex Pharmaceuticals
- Innovacorp
- JanDen Management Inc.
- KPMG
- Royal Bank Knowledge-Based Industries
- University of Manitoba

The BHRC is also seeking assistance in program development and delivery from

other members of the broad biotechnology community.

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Child Care

Definition of Sector:

Child care includes all forms of paid, non-parental child care provided while parents work or study.

Issues:

Emerging human resource issues include:

- an increasing need for child care to meet the needs of parents working irregular hours as a result of non-traditional work arrangements;
- parents working longer hours and feeling financially strained, resulting in children requiring longer hours of care, developing some behavioural problems, and caregivers having to fulfill multiple roles as nurse, therapist, and social worker;
- the low wages of child care providers relative to other occupations with similar educational/training requirements; and
- significant barriers to training which include cost, lack of time, and availability of relevant course options.

Activities:

An in-depth study was initiated in February 1996, focussing on training and human resource development issues of caregivers, and aiming to:

- assist in improving the training and human resource development of individuals caring for children in Canada;

- provide the sector, government policy makers, and those who rely on non-parental arrangements for the care of children with a better understanding of the structure and nature of employment in this sector, the complexity and characteristics of careers in the field and the key challenges facing those caring for children in Canada;
- improve mechanisms for information sharing, as well as compile existing information and analyses as a means to facilitate information sharing; and
- explore alternative viewpoints on the provision of child care services.

In parallel with this broad study of human resource issues, a complementary data collection effort was initiated in an effort to collect baseline labour market information on unregulated caregivers — a group on which virtually no quantitative information existed.

Status:

A steering committee comprised of industry stakeholders, which reflects the broad scope of child care arrangements and interests in Canada and which is directing the human resources study, has met five times to review the progress of the research and guide the consulting team in its report writing efforts. The final report is currently being prepared and a small working group has been formed to develop recommendations to the study. The report and the recommendations are expected to be finalized by the steering committee when it meets for the last time in September 1997. The final report is expected by the winter of 1998. Given the delays encountered in completing the study, interim results will likely be released in the early fall of 1997. These will highlight the results from the survey of regulated caregivers undertaken as part of the human resources study.

Data collection for the unregulated caregivers was completed in April 1997. A separate report on the results of this effort is expected in the fall of 1997.

Participants/Key Players:

- Brant Childrens' Centre, Ryerson Polytechnical University
- Canadian Association of Family Resource Centres
- Canadian Child Care Federation
- Canadian Labour Congress
- CAW Community Child Care and Development Services
- Child Care Advocacy Association of Canada
- Child Care Connection, Nova Scotia
- Child Care Resource and Research Unit
- Confédération des syndicats nationaux
- Early Childhood Development Association of PEI
- Early Childhood Educators of British Columbia
- Early Childhood Professional Association of Alberta
- Home Child Care Association of Ontario
- Manitoba Child Care Association
- National Coalition for Rural Child Care, Manitoba
- Ontario Network of Home Child Care Provider Groups
- Saskatchewan Child Care Association Inc.
- Short-Term Child Care
- Specialink - The National Child Care Inclusion Network
- Westcoast Child Care Resource Centre
- Western Canada Family Day Care Association of B.C.
- YMCA of Greater Toronto
- York Street Children's Centre
- Yukon Child Care Association
- Educational Institutions
- Cabot College of Applied Arts, Technology and Continuing Education
- Collège Édouard-Montpetit
- Vancouver Community College

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Construction

Definition of Sector:

The construction sector includes:

- residential home building and renovation;
- industrial/commercial/institutional construction; and
- related skilled trades.

The skilled tradespeople work in other industry sectors such as manufacturing, mining, and forestry. The sector employs approximately 800,000 workers.

Issues:

The construction sector is facing:

- technological advancements;
- low rate of economic growth;
- changes in international and domestic markets; and
- changing organization and activities of firms engaged in construction.

The majority of all trades that comprise the construction industry have **national occupational standards**, inter-provincial examinations and certification under the Interprovincial Standards (**Red Seal**) Program. Three key human resource issues persist in the sector:

- the need to revise and/or develop national occupational and training standards;
- the need to prepare construction workers for technological and innovation changes; and
- the need to better prepare workers for the current and anticipated labour market.

Activities:

Sectoral associations and partnership groups have conducted a wide range of human resource activities. The construction work force has traditionally achieved its occupational/trade status largely through on-the-job training rather than through formal education. To address the needs of the sector, industry and Human Resources Development Canada have established an agreement intended to increase skills documentation and facilitate career development within the industry. A comprehensive analysis of the construction labour market is being under-

taken. When fully operational, it will consist of up to 16 human resource studies, each intended to provide an overview of the trade groups found in each of the major areas of construction. On completion, the studies will provide a comprehensive analysis of the state of the sector's human resources.

Work is under way or is complete on human resource studies directed by the following partners:

- the Labourers International Union of North America and the Canadian Construction Association (completed);
- the United Brotherhood of Carpenters and Joiners of America and the Canadian Construction Association;
- the Canadian Operating Engineers Joint Apprenticeship and Training Council;
- the United Association of Plumbers and Pipefitters and the Mechanical Contractors Association of Canada (completed);
- the International Brotherhood of Electrical Workers and the Canadian Electrical Contractors Association;
- the International Association of Bridge, Structural and Ornamental Iron Workers and Iron Working Contractor Associations (completed);
- the Sheet Metal Workers International Association and Sheet Metal and Air Handling Group of Ontario;
- the International Brotherhood of Boilermakers and the Boilermaker Contractors' Association of Canada;
- the Millwright District Council of Ontario (including national Millwright representatives) and national Millwrighting contractors;
- the National Floor Covering Association and the United Brotherhood of Carpenters and Joiners of America;
- the Operative Plasterers' and Cement Masons' International Association and the Canadian Construction Association; and
- the Assembly of First Nations; Métis National Council; Inuit Tapirisat of Canada; Canadian Home Builders' Association; International Brotherhood of Electrical Workers; and United Brotherhood of Carpenters and Joiners of America (preliminary planning agree-

ment to determine consensus for conducting a First Peoples' construction labour market analysis).

Discussions are under way, or are about to begin, with the remaining groups, including:

- masonry trades;
- painters;
- teamsters (construction);
- insulation installers; and
- elevator mechanics.

Other groups may be included, and decisions about the potential for collaborative efforts in some initiatives have yet to be determined.

Status:

A number of initiatives are currently under way in the sector.

Study of Underground Employment:

A study of underground employment in the construction industry, initiated at the request of employer and union representatives, aims to:

- provide a comprehensive overview of the types of underground activities, the mechanisms by which these activities occur, and weaknesses in the current system that contribute to the problem;
- characterize the types of firms and individuals most likely to be engaged in these activities;
- assess the implications of underground employment on the work force and the industry;
- document factors that drive the supply and demand for underground work arrangements; and
- make specific recommendations to industry employers and employees, unions and governments of ways to effect a reduction in the level of unreported construction employment.

Government representatives on the working group include Human Resources Development Canada (HRDC), Revenue Canada, Department of Finance, Industry Canada, Canada Mortgage and Housing

Corporation, and Statistics Canada. The construction sector is represented by the Canadian Construction Association, Canadian Home Builders' Association, Interior Systems Contractors Association and AFL-CIO Building Trades Department. The joint industry-government working group has completed its work, and the draft of a final report may soon be circulated to the industry for validation.

Canadian Home Builders Association:

With the Canadian Home Builders Association (CHBA), occupational validation was completed and training established for career path models within the residential construction industry. Development of a renovation industry framework is completed, with emphasis on describing the environment for industry, renovators, consumers, and education and training. Also, a communications strategy and action plan for increasing professionalism within the home-building and renovation industry have been developed. A national supply and demand study was completed to identify target business areas and to foster the self-reliance of Aboriginal Canadians within the construction sector. Attracting new entrants and the development of occupational analysis for positions within the residential sector, are being investigated.

Canadian Construction Association:

The Canadian Construction Association (CCA) created its Gold Seal Program to certify project managers, superintendents and estimators for the general, mechanical, and electrical divisions of the construction sector. Similar work is currently under way for the specialty trade and heavy construction-roadbuilding sectors of the industry.

Boilermakers:

Funding was used to validate the boilermaker national **Red Seal occupational standard** and to develop a national course outline. A training outline/curriculum is being finalized and will be pilot-tested at two established training sites.

Interprovincial Standards "Red Seal" Program:

The Canadian Council of Directors of Apprenticeship (CCDA), the organization that manages the **Red Seal** Program, is seriously exploring the possibility of developing national common core curricula for **Red Seal** trades. These projects would require the participation of **National Sectoral Adjustment Service (NSAS)** Committees.

Provincial/territorial apprenticeship officials and **NSAS** Committees are working more closely in the development of national standards for **Red Seal** trades.

In 1996-1997, the **NSAS** Committee for the carpentry craft participated in updating the Carpenter **Red Seal** national occupational analysis.

Also in 1996-1997, a number of national industry groups, such as the Carpentry, Piping, Ironworkers, Boilermakers, Sheet Metal and Operating Engineers **NSAS** Committees, were invited by provincial and territorial apprenticeship officials to participate in the development of table of specifications or item banks for the Interprovincial Computerized Examination Management System (ICEMS) for **Red Seal** trades. Similar initiatives in other **Red Seal** trades are planned for 1997-1998.

Other Construction Activities:

Other activities undertaken by construction **NSAS** Committees include:

- the creation of national systems to evaluate and deliver post-trade training;
- the development of occupational analyses of regulated and non-regulated trades;
- the production of guidelines for private-sector occupational analysis validation; and
- the creation of a Canadian Environmental Workers Training Institute.

Future Developments:

In 1997-1998, national occupational analyses will be developed or revised for the following **Red Seal** occupations: bricklayer,

cabinetmaker, insulator (heat and frost), ironworker, and painter and decorator. This will be achieved through a collaborative effort between provincial/territorial apprenticeship authorities and their respective trade advisory committees, and national industry groups. Furthermore, many ICEMS-related workshops will take place in 1997-1998, some of which will be conducted through a similar collaborative effort.

Human Resources Partnerships' New Strategy Regarding the Construction Industry:

The construction sector faces many issues stemming from concerns over jurisdiction and differing priorities among and between the various private- and public-sector partners. Human Resources Partnerships (HRP) will promote resolutions to these issues by encouraging co-operation amongst its partners. This partnership approach will be the foundation of HRP's overall strategy to assist the industry in developing human resources strategies. Partnerships will be employed to address a wide range of human resources issues, including but not limited to essential skills, certification, interprovincial mobility, and labour market balance.

HRP will also facilitate consensus by encouraging amongst its partners a more focussed approach to the issues. HRP will emphasize work with individual trade and other groups to undertake human resources-related projects which are limited and clearly defined in both scope and duration. These labour/management/government partnership initiatives will address Red Seal activities such as a national occupational analyses, ICEMS workshops, and curriculum development.

In essence, HRDC-supported sectoral initiatives which involve or affect provincially-mandated human resources issues, such as apprenticeship and training, must engage all private- and public-sector partners. The active and committed participation of both industry representatives and provincial/territorial officials, as well as their respective advisory structures, is crucial to the success of sectoral initiatives.

Participants/Key Players:

- AFL-CIO - Building and Construction Trades Department
- Assembly of First Nations, Métis National Council, and Inuit Tapirisat of Canada
- Boilermaker Contractors' Association of Canada
- Canadian Construction Association
- Canadian Council of Directors of Apprenticeship and the provincial/territorial trade advisory committees
- Canadian Electrical Contractors Association
- Canadian Federation of Labour
- Canadian Home Builders' Association
- Canadian Operating Engineers Joint Apprenticeship and Training Council
- Canadian Roofing Contractors Association
- Commission de la construction du Québec
- International Association of Bridge, Structural and Ornamental Ironworkers
- International Brotherhood of Boilermakers
- International Brotherhood of Electrical Workers
- Labourers' International Union of North America
- Mechanical Contractors Association of Canada
- National Floor Covering Association
- Operative Plasterers' and Cement Masons' International Association
- Sheet Metal Workers International Association
- United Association of Plumbers and Pipefitters
- United Brotherhood of Carpenters and Joiners of America

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Consumer Electronic and Appliance Service Industry

Definition of Sector:

Consumer electronic and appliance service technicians look after a very diversified product line through a network of manufacturing service shops, self-servicing retailers, self-servicing dealers, manufacturer-authorized service shops, and independent service shops. In Canada, there are approximately 20,000 of these shops employing close to 40,000 service technicians. Small independent and owner-operator service shops account for approximately 65 percent of all consumer products repaired. About 80 percent of service shops are located in urban centres.

Issues:

The consumer electronic and appliance service industry faces:

- the need for more recruitment;
- the need to expand ongoing training opportunities for service technicians;
- an aging work force;
- the need for more communication between firms and independent technicians;
- the need to enhance communications with new entrants to the industry;
- the need to provide more training to industry trainers;
- the need for ongoing skills development;
- changing supply and demand of service workers;
- the need to develop nationally-recognized occupational standards;
- the need to develop a system of certification for service technicians; and
- the need to standardize entry-level training across all provinces and territories.

Activities:

A steering committee representing key industry sub-sectors successfully directed a human resource **sector study**, and in 1994, published the findings under the title *A Call for Action: Human Resource Challenges in the Canadian Consumer Electronic and Appliance Service Industry*. In 1995, industry stakeholders formed the Canadian Electronic and Appliance Service Industry (EASI) sector

council, and have since developed **national occupational standards** for two occupations: appliance service technician; and electronics technician (consumer products). The appliance service technician occupational analysis has been validated, and validation of the electronics technician (consumer products) occupational analysis is under way.

Status:

Early in 1997, the EASI Council, in partnership with the Technology Learning Community and Human Resources Development Canada, established a steering committee to address issues and concerns of the computer hardware maintenance and repair industry.

A Prior Learning Assessment and Recognition (PLAR) process will be developed to identify and assess the skills and knowledge which individuals employed in the industry have acquired either formally or through work experience in the industry.

The electronic and appliance service industry currently has a Canadian industry standard, which can be used to develop certification standards and programs, as well as competency standards and programs. Due to globalization of the industry, Canadian technicians can expand their employment opportunities by obtaining the A+ International certification for computer servicing. EASI is assessing the A+ certification program to determine its degree of applicability to the Canadian industry standard.

Future Developments:

- The EASI Council will develop a **PLAR** program and supportive skill training for the appliance repair and service technician occupation.
- EASI will establish six pilot Skill Assessment Centres to deliver training, **PLAR** programs, and A+ testing.
- In partnership with several **sector councils**, EASI is investigating the possibility of moving to the delivery of training and development of programs utilizing appropriate technology-supported distance learning delivery approaches, such as video-conferencing.

Participants/Key Players:

- Appliance Service Association of British Columbia
- The Brick Warehouse Corporation
- Camco Ltd.
- Canadian Electronic and Appliance Service Association
- Centennial College
- Communications and Electrical Workers of Canada
- Computer Technology Industry Association
- La Corporation des électriciens du Québec
- La Corporation des techniciens en électroménager au Québec
- Electronic Services Dealers Association of Alberta
- Eaton's
- Frigidaire Ltd.
- Government of Alberta
- Government of British Columbia
- Government of Manitoba
- Government of New Brunswick
- Government of Nova Scotia
- Government of Ontario
- George Brown College
- Inglis Ltd.
- Matsushita Electric of Canada Ltd.
- Mitsubishi Electric Sales Canada Inc.
- Ontario Television Electronics Association
- Pioneer Canada Ltd.
- Sears Canada Inc.
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Culture

Definition of Sector:

The culture sector includes the following five sub-sectors:

- music and sound recording;
- audio-visual and live performing arts;
- literary arts and publishing;
- visual arts and crafts; and
- heritage (museums and libraries, archives/records management).

According to the 1994 **sector study** entitled *Creating Careers: Human Resource Issues in the Cultural Sector*, the total culture labour force represents about 3 percent of the total labour force. Furthermore, the sector reportedly accounted for \$15 billion of Canada's GDP in the early 1990s.

Issues:

The culture sector is facing:

- changes in markets;
- changes in public policy; and
- changes in technology.

The issues and themes that are common to all sub-sectors are identified in its human resources strategy, which is available from the Cultural Human Resource Council (CHRC).

Activities:

The CHRC has been involved in a number of activities since its inception in 1995. For example, it has:

- helped secure ongoing federal funding for key pan-Canadian cultural organizations such as the National Ballet School;
- operated a skills development program known as the Transitions Initiatives Program; and
- fostered the growth of a national membership base.

Each of the first four sub-sectors listed above has conducted and published a study of its human resources issues. The fifth sub-sector (heritage) struck two committees: the Canadian Museums Human Resources Planning Committee (CMHRPC), and the Alliance of Libraries, Archives and Records Managers (ALARM). The CMHRPC pub-

lished a report on human resources, entitled *People, Survival, Change and Success*. The CMHRPC then refined and developed a system of classifying the core competencies of occupations in the museum sub-sector. In 1997, ALARM published its report on human resources, entitled *A Human Resources Development Strategy for the Information Resources Management Sector*.

Together, these two committees conducted a more in-depth study of their sub-sector's labour force. This study built upon data collected by the 1994 Statistics Canada survey of the cultural sector, the analysis of which is available in a variety of formats under the title *Perspectives on Training in the Cultural Sector*.

A synthesis of the studies conducted by the first four sub-sectors has been published under the title *Creating Careers*, and is being used by the CHRC to implement a sector-wide human resources strategy.

Status:

The CHRC is continuing to implement the sector's human resources strategy. It has recently helped secure:

- ongoing funding for key pan-Canadian professional development institutions in the cultural sector;
- funding for a one-year Transitions Initiatives Program; and
- a **Science and Technology Internship**.

The CHRC is negotiating with Human Resources Development Canada to develop career awareness products, new **Science and Technology Internships**, and curricula. CHRC is also establishing new partnerships with the industry (as distinct from not-for-profit) side of the cultural sector.

Future Developments:

The CMHRPC is continuing to implement the museum sub-sector's human resources strategy, focussing on the development of **national occupational standards**. ALARM has published a national human resources development strategy entitled *A Human Resources Development Strategy for the Information Resources*

Management Sector, and may apply for funding to implement it.

Participants/Key Players:

- ALARM
- Association of Records Managers (ARMA)
- Association pour l'avancement des sciences et des techniques de la documentation (ASTED)
- Canadian Council of Archives (CCA)
- Canadian Union of Public Employees (CUPE)
- Canadian Museum Association
- Cultural Human Resource Council (which represents a broad array of groups from the cultural sector, including unions and guilds, industry associations, and service organizations).

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Dairy Processing

Definition of Sector:

The dairy processing sector includes liquid and powdered milk and milk products, as well as milk by-products such as cheese, butter, yogurt, and ice-cream. The use of dairy ingredients in non-dairy products such as nutraceuticals (functional foods like energy bars), and some pharmaceutical products, is an emerging sub-sector in the industry. In 1993, about 291 dairy processing plants employed about 23,000 employees across Canada. Total dairy shipments in 1994 were valued at about \$7.5 billion.

Issues:

A 1995 human resources study of the Canadian dairy processing industry identified that by the year 2000, the industry's future environment will be marked by:

- continued investments in new milk processing procedures and applications for milk components;
- continued pressure to advance the tariff reduction timetables;
- stronger presence of world-class dairy firms on Canadian markets;
- continued and growing industry rationalization; and
- an anticipated downsizing of employment levels by 10 percent to 15 percent.

The evolution of the industry will have an impact on the work force and the working environment. To cope with these changes the industry will need to:

- develop and communicate a common vision of its future that is shared by industry managers, employees, and union leaders;
- promote and ensure management development to orchestrate the cultural shift resulting from the new industry environment;
- support employees unable to keep pace with the anticipated changes;
- address basic skill requirements which are essential to both job performance and the success of the industry as a whole;
- assess the skills of its work force and upgrade employees' technical and organizational skills; and
- recruit highly-skilled employees in certain fields as some dairy processors enter new markets.

Activities:

The national human resource **sector study** of the dairy processing industry was released in September 1996. It proposes a number of recommendations to address the industry's human resource needs, including:

- the development and communication of a common future vision of the dairy processing industry;
- consultations between senior industry leaders and heads of unions to communicate the importance of human resources;

- adoption of a human resources development plan by all Canadian dairy processors;
- assessment of the current foundation skill needs and development of measures to address these needs on a sector- and company-wide basis;
- facilitation of practical training in the workplace for students; and
- identification and development of adjustment measures to assist displaced employees.

Since the **sector study**, a Dairy Processing Human Resources Working Group has been created with a mandate to:

- ensure that the findings and recommendations of the study are communicated to the industry and its partners;
- develop a tactical (action) plan for each recommendation; and
- ensure the resolution of the recommendations.

Status:

Following an industry-wide survey of the recommendations proposed in the study, the Working Group will develop an action plan for the implementation of these recommendations. A number of survey respondents expressed interest in attending a human resources conference for the industry. The Working Group will explore the feasibility of hosting such a conference.

Participants/Key Players:

- Agriculture and Agri-Food Canada
- Agropur
- Ault Foods
- Centrale des syndicats démocratiques
- Fédération du commerce inc. (CSN)
- National Dairy Council
- Retail Wholesale Union (Division of USWA)
- Teamsters Canada
- United Food and Commercial Workers International Union
- Université Laval

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Design

Definition of Sector:

The sector, for this study, consists of three sub-sectors:

- design of built environment (including architecture);
- graphic (communications) design; and
- industrial (product) design.

Issues:

The design sector is facing four major issues:

- the need to improve business management and administrative skills;
- the need to increase research and professional development;
- difficult school-to-work transition; and
- the need for more appreciation of the benefits of design in the business sector and the general public.

Activities:

The National Design Alliance (NDA), since renamed the Alliance for Canadian Design (ACD), is an alliance of regional promotion organizations and national professional associations working in the Canadian design sector. Members of ACD work together to promote economic development and improved quality of life through effective design and innovation. ACD approached Human Resources Development Canada in the fall of 1993 and requested a human resource **sector study** that would assess competitive challenges and assist in developing Canada's design capability. This study was published in February 1997 under the title *Shaping Canada's Future by Design*.

The ACD and the Royal Architecture Institute of Canada entered into a joint **National Sectoral Adjustment Service** agreement in 1996-1997 to:

- compile an inventory of existing human resource programs and initiatives that exist for workers in the sector;
- validate the conclusions and recommendations in the human resource study for both the design and architectural communities;

- develop a communication strategy to increase workers' awareness of the study and human resource development issues in the sector; and
- determine human resource development challenges within the sector and how to address them.

Status:

The **sector study** identified 12 primary objectives in four key areas: design utilization; design education and continuing education; policy development and legislation; and the development and management of design firms. A series of national meetings and focus groups are currently being held to disseminate the findings of the **sector study** and to gather input from the sector concerning next steps. These include the development and implementation of strategies to meet the objectives identified in the **sector study**.

Future Developments:

These consultations will result in an overall human resource strategy for the sector, which could then lead to the formation of a sector council in the winter/spring of 1997-1998.

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Education and Training

Definition of Sector:

This sector includes the following members of the education and training community:

- elementary and secondary schools (kindergarten to grade 12);
- community colleges;
- universities;
- private and commercial trainers; and
- community-based training organizations.

Issues:

The rapidly changing human resource demands of industry have an impact on training needs and the whole training and learning environment. This results in increasing demands on the educational and training community, such as:

- meeting industries' needs to address the urgent and changing training needs of their workers;
- meeting the evolving training and upgrading needs of unemployed Canadians; and
- meeting its own changing human resource requirements.

Activities:

The possibility of establishing an educational and training provider network (E/TPN) was explored. A report was prepared, based on information gathered through focus groups and surveys with members of the educational and training community, **sector councils**, learners, and governments. This report, entitled *Our Future is on the Line*, can be found at: <http://www.3waystreet.com/etpn/> on the Internet.

Through the Association of Canadian Community Colleges (ACCC), the sector has recently completed an update to the 1993 human resource **sector study** of the community colleges and technical institutes in Canada. The update was undertaken to provide the ACCC with an understanding of how educational technologies can contribute to the ability of colleges and institutes to become the provider of choice for

technical and vocational training, and what the implications are for faculty and staff. The research was undertaken in three phases:

- initial key informant interviews provided an overview of the current situation and identified areas for additional research;
- a survey was completed by the presidents of colleges and institutes across the country to define trends and issues; and
- focus groups and further interviews tested the validity of the findings and generated recommendations.

Status:

The E/TPN is receiving funding under a **National Sectoral Adjustment Service Agreement**.

Future Developments:

Working groups have been established to follow up on the main recommendations of the report:

- research and development in learning;
- quality/competency guidelines in the context of a network of networks;
- a business model for competing in the American market; and
- addressing the professional development issues identified in the report, including:
 - new media learning technologies;
 - marketing skills (domestic and international); and
 - bridging and articulation.

Other initiatives include a study of the human resources issues in community-based training, and the creation of a framework for the development of standards and guidelines for the career development practice.

Participants/Key Players:

- Association of Community Colleges of Canada (ACCC)
- Association of Universities and Colleges of Canada (AUCC)
- Canadian Association of University Continuing Education (CAUCE)
- Canadian Coalition of Community-Based Trainers (CCCBT)

- Canadian School Boards' Association (CSBA)
- Canadian Teachers' Federation (CTF)
- National Association of Career Colleges (NACC)
- Private commercial trainers
- YMCA Canada

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Electrical and Electronics Manufacturing

Definition of Sector:

The electrical and electronics manufacturing industry employs about 130,000 workers. The industry is highly diversified with products ranging from transformers to computers, telephones to wire and cable.

Issues:

Major technological change in the industry has increased the need for upgrading skills across all occupations. Several issues have been identified:

- the need for **national occupational standards** and **Prior Learning Assessment and Recognition (PLAR)** for entry-level positions (assemblers, production workers, and manufacturing operators) linking to the technician/technologist career path;
- apprenticeship development for the new automated equipment maintenance and repair occupation;
- the development of closer liaison with high schools, colleges, and universities to improve the quality of training programs and foster a seamless educational training continuum;
- the need to establish a team-based approach in the development of a training culture; and

- **essential skills** training for young workers and improvements to school-to-work transition.

Activities:

Human resource activities of the Sectoral Skills Council include the development of training and communication initiatives, research into technological change, workplace reorganization and the operation of its Sectoral Training Fund. Areas of activity include:

- supporting the training fund at the workplace level;
- monitoring apprenticeship programs for the industry;
- examining **national occupational standards** for the industry;
- identifying and addressing the impact of technological change on specific occupations and on the workplace environment;
- promoting closer ties with educational institutions; and
- developing an industry approach to workplace reorganization.

Status:

Since the Sectoral Training Fund was created in July 1990, 194 joint workplace training committees representing more than 52,349 workers have become members. To promote better understanding among the different workplace training committees, the Council continues to sponsor workshops on best human resource practices.

Enhancements have been developed for the electrical and mechanical apprenticeship systems, and an apprenticeship system has been developed for the new automated equipment repair and maintenance occupation. The Council is working towards implementation of the enhancements and the new apprenticeship system.

National occupational standards have been developed for two entry-level occupations — service technician and assembler/operator — and the Council is in the process of submitting a proposal to Human Resources Development Canada for funding to develop a **PLAR** process related to the two standards.

The Sectoral Skills Council, in partnership with 21 school boards and employers from every province in Canada, has launched a school-to-work transition pilot project. This project involves the development and delivery of an electric and electronics high school curriculum, on-the-job training, and career counselling. The focus is to develop a career path based on experiential learning for the 65 percent of students who do not proceed beyond grade 12.

Participants/Key Players:

- Asea Brown Boveri
- Camco Inc.
- Canadian Auto Workers Union
- COM DEV Ltd.
- Communications, Energy and Paperworkers Union of Canada
- General Electric Canada
- Genum Corporation
- Honeywell Limited
- International Brotherhood of Electrical Workers
- Northern Telecom
- Schneider Canada
- United Steelworkers of America
- Westinghouse Canada Inc.

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Electrical Utilities

Definition of Sector:

Canada's electric power industry consists of seven provincial Crown corporations, five investor-owned utilities and over 300 municipal utilities. With more than 102,000 employees, over 12 million residential, commercial, and industrial customers, and \$22 billion in annual sales, the industry has a significant presence in the economy.

Issues:

The electrical utilities sector is facing:

- a need for skill development, maintenance, and upgrading;
- a need for performance support; and
- increasing costs and decreasing budgets.

Activities:

With the help of a **National Sectoral Adjustment Service (NSAS)** agreement, labour and management representatives formed the National Utilities Sector Training Council (NUST) in 1993. NUST has now completed its studies and released its final report. The report highlights key issues related to sustaining a capable national utility work force, and describes the following five major NUST strategic initiatives:

- encourage the pooling and sharing of resources across the sector;
- encourage partnerships with the public education sector;
- develop valid national electric utility occupational skill standards;
- develop and implement new, innovative strategies for human capability in the electric utility sector; and
- develop "skill bridging" programs to allow workers to move to emerging occupations within the sector.

The final section of the report poses several key questions critical to the continuation of the work begun by NUST.

Status:

The report was released in spring 1997.

Participants/Key Players:

The National Utilities Sector Training Council is an **NSAS** committee with representation from:

- Canadian Electrical Contractors' Association
- Canadian Union of Public Employees
- City of Calgary Electric System
- International Brotherhood of Electrical Workers
- Manitoba Hydro
- Municipal Electrical Association of Ontario
- Nova Scotia Power

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Engineers (Consulting)

Definition of Sector:

The consulting engineering industry comprises private-sector firms and sole proprietors practising professional engineering, and providing services related to:

- the development, evaluation, implementation, and management of technology-intensive projects; and
- other commissions requiring engineering, managerial, or other professional expertise.

The industry employs professional engineers, other professionals, scientists with specialized expertise, technologists, technicians and administrative staff. According to the 1994 study *From Potential to Prosperity: Human Resources in the Canadian Consulting Engineering Industry*, the engineering sector includes approximately 3,500 firms across the country, employing 50,000 workers and generating \$6 billion in annual billings.

Issues:

The consulting engineer sector faces the following issues:

- the growing number of university graduates choosing not to enter the field and the number of working professionals leaving the field;
- human resource management in the industry is undervalued;
- industry employers have a tarnished image;
- inadequate provision is made for future skill and knowledge needs of the industry;
- new leadership and management skills are needed;
- compensation lags behind other sectors; and
- the conservative nature of the business inhibits progress and change.

Activities:

Since the release of the **sector study** in 1994, a Human Resources Implementation Committee composed of representatives from the main stakeholder groups in the industry has been formed. The Committee's objectives are to gather support for the study and its findings, explore the type of follow-up body that should be created, and oversee the execution of the study's recommendations. Current activities of the Committee include:

- co-ordinating seminars and work-shops (e.g. on conflict resolution, managing change, strategic compensation, and succession planning);
- operating a hot-line;
- developing a resource centre; and
- conducting a pilot project to demonstrate the value of human resource management.

Status:

The industry has received funding to hire staff to promote the "buy-in" of the professional community and their members. The staff have experienced considerable difficulty in getting the industry to recognize the value of human resource management. As a result, they are involving provincial associations of consulting engineers in the delivery of the seminars and workshops.

Future Developments:

- a joint youth project with Women in Trades and Technology (WITT);
- using HRDC's Internet-based Electronic Labour Exchange (ELE);
- an exchange to assist the industry with recruitment; and
- an industry survey on compensation and revenues.

Participants/Key Players:

- Association of Consulting Engineers of Canada
- Canadian Academy of Engineering
- Canadian Council of Professional Engineers
- Canadian Council of Technicians and Technologists
- Consulting Engineers of Canada
- Engineering Institute of Canada
- Women in Engineering

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Environment Industry

Definition of Sector:

The environment industry includes consulting and related engineering, scientific and technical services, and the manufacturing of products for the conservation, protection, and enhancement of the environment. The industry has three major sub-sectors:

- environmental protection;
- environmental conservation and preservation; and
- environmental education and research.

Specific areas of specialization include resource conservation and protection, pollution assessment and waste management consulting, waste handling, facility operations, and human environmental health.

The goods-producing portion of the industry manufactures products for use in water- and air-pollution control, solid waste management, measuring and monitoring instruments and control, research and laboratory equipment, noise control, and chemicals for pollution control.

Total employment in the Canadian environment industry was estimated at about 200,000 workers in 1997, with annual revenues of over \$14 billion.

Issues:

The environment industry faces the following issues:

- increasing public awareness of and demand for environmental responsibility;
- increasing awareness of the impact of the environment on other industries, and vice versa;
- increasing foreign demand for environmental products and services;
- changing technology; and
- changing public policy.

Activities:

The Canadian Council for Human Resources in the Environment Industry (CCHREI) is currently:

- updating and expanding the **sector study** through a sectoral LMI data development/update project which began in 1996 when CCHREI compiled a database of over 7,000 firms and associations involved in environmental work;
- conducting a performance benchmarking and management training assessment study of small business in industry;
- developing **national occupational standards**, certification, and accreditation for environmental technicians and technologists;
- determining the scope and obtaining buy-in from the professionals that work in the environmental sector, based on the

"discipline plus" approach to environmental employment which is followed by the Council-sponsored Canadian Environmental Certification and Approvals Board (CECAB);

- co-ordinating two **Sectoral Youth Internships** being offered at nine different sites across the country;
- establishing an international environmental youth corps;
- performing a feasibility study to determine if there is interest from the Aboriginal community to partner with the industry in order to provide training that would build environmental capacity on reserves;
- collecting and disseminating human resource information on issues such as skill requirements, employment, curricula, and course materials;
- promoting industry-education partnerships in curriculum development, acting as a secretariat for the certification of the contaminated sites health and safety training program; and
- establishing an agreement with the Standards Council of Canada defining CCHREI as a national assessment agency for ISO 14001 activities.

The Canadian Environmental Auditing Association has a **National Sectoral Adjustment Service** agreement to develop a certification and accreditation process for certifying environmental auditors to ISO 14001.

Status:

The Council has been operationally self-sufficient since funding from Human Resources Development Canada expired in August 1996. The Council has been successful in being recognized as the organization responsible for environmental employment. They have recently signed memoranda of understanding with the Standards Council of Canada, the Canadian Council for Technicians and Technologists, and the Canadian Council for Professional Engineers.

The first **Sectoral Youth Internship** began January 1, 1995, with an enrolment of 185 students. The second began March 1996

with an enrolment of 165 students. Both are three-year programs which incorporate academics and work experience. At the end of three years, the graduates are eligible to become certified environmental technicians. The other **Sectoral Youth Internship** is a two-year program offered at eight different sites, which provides entrepreneurial training and experience. The seventeen sites are distributed as follows: three in British Columbia; four in the Prairies; four in Ontario; three in Quebec; and three in Atlantic Canada.

In a third, 300 science and technology graduates are receiving four months of academic entrepreneurial training and then eight months of entre- or intra-preneurial work experience.

Future Developments:

- Create a partnership with the environment industry and the Aboriginal community in order to develop and implement an Aboriginal environmental training strategy.
- Develop and distribute career information products aimed at youth.
- CCHREI will use the database developed in 1996 to undertake a survey, the objective of which is to collect some basic facts on the industry and gather human resource information such as: employment growth; demographic profile; training needs; turnover rates; and occupational mobility. The project will begin in June 1997 and end in June 1998.
- A national environmental youth corps has been developed and began in July 1997.
- The Council will play a lead role in establishing **national occupational standards** for individual certification and course accreditation through the establishment of the Canadian Environmental Certification and Approvals Board.
- Develop an employment strategy for mid-career environmental practitioners.

Participants/Key Players:

- AFL-CIO (organized labour)
- Association des entrepreneurs de services en environnement du Québec/ Association québécoise des techniques de l'eau

- Association of Canadian Community Colleges
- Association of Universities and Colleges of Canada
- Canadian Council of Ministers of the Environment
- Canadian Council of Professional Engineers
- Canadian Council of Technicians and Technologists
- Canadian Environment Industry Association represented by British Columbia, New Brunswick, Alberta and Newfoundland
- Canadian Standards Association
- Centre Patronal de l'environnement du Québec
- Chemical Institute of Canada
- Engineering Associates Ltd.
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Equipment Industry

Definition of Sector:

The Canadian equipment distribution industry supplies, tools, machinery, and services, mainly to the construction, forestry (logging), mining, and oil and gas sectors. Sub-sectors include:

- construction and forestry machinery;
- equipment and supplies;
- wholesale; and
- mining machinery.

A 1996 report produced by the Canadian Association of Equipment Distributors found that there are 1,044 establishments in the sector employing approximately 15,000 people, with sales and receipts of \$4.6 billion in 1993.

Issues:

The equipment industry faces:

- increased demand for high levels of product support;
- reduction in frequency of new equipment purchases; and
- inconsistent levels of manufacturer support to dealers facing rapid technological change.

These issues have the following implications on human resources:

- it is difficult to recruit youth to the industry;
- there is a need for national standards and common curricula for the two main occupations (heavy duty equipment mechanic and parts counterperson); and
- there is a lack of common knowledge within the industry about existing training and certification mechanisms.

Activities:

The Canadian Equipment Industry Training Committee (CEITC) was formed in May 1995, and conducted a study to define the training/human resource needs of the industry, as well as gather data on existing training and certification mechanisms.

The CEITC is now enhancing awareness of career opportunities in the industry by:

- developing career information products and activities enhancing awareness of human resource issues in the industry;
- developing a communications plan (for both internal and external targets); and
- developing partnerships with educational institutions working with the Canadian Council of Directors of Apprenticeship (CCDA) to develop and validate an updated **Red Seal** national occupational standard for the heavy duty equipment mechanic.

Status:

The CEITC entered into a two-year **National Sectoral Adjustment Service** agreement in April 1997. Its objective is to "attract, recruit and maintain a competitive work force in the heavy, medium and light equipment industry." A brochure describing the mandate of the CEITC has been published.

Future Developments:

Once the heavy duty equipment mechanic national occupational standard is completed and validated, the CEITC will work with its partners in education to develop a common national curriculum. The CEITC will also participate with the CCDA in examination and item bank workshops. It also plans to update the human resources study in two years.

Participants/Key Players:

- B.C. Institute of Technology
- Canadian Association of Equipment Distributors
- Employee representatives
- Sir Sanford Fleming College
- Southern Alberta Institute of Technology

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FASHION

Apparel

Definition of Sector:

The industry is defined as manufacturers, designers, and contractors involved in making clothing for men, women, and children.

Issues:

The apparel sector is facing:

- diversifying product lines;
- expansion of the market due to NAFTA and the FTA; and
- the need for improved co-operation between all stakeholders.

These issues have highlighted the need for the sector to invest in production, management, technology, and skills.

Activities:

Stakeholders directed a human resource **sector study** which was completed in November 1996. The **sector study** assessed the human resource issues, challenges and opportunities facing the industry, such as shortages of skilled labour, the need to upgrade skill levels, the impact of rapidly changing technologies, and adequacy of existing training. Industry-wide consultations were conducted in February and March 1997 to get feedback and validate the proposed recommendations, and to develop an action plan for the next steps. The apparel industry is also involved in the development of occupational standards in three occupations: production supervisor; quality control auditor; and industrial engineering technician.

Status:

The **sector study** report is scheduled to be published in the fall of 1997. The apparel industry is in the process of developing a proposal that could lead to the establishment of a sector council to support its human resources initiatives.

Participants/Key Players:

- Canadian Apparel Federation
- Fédération des syndicats du textile et du vêtement (CSD) Inc.
- George Brown College
- Groupe Collège Lasalle
- Kwantlen University College
- Retail Council of Canada
- Union of Needletrades, Industrial and Textile Employees (UNITE)
- Various company representatives

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Fur

Definition of Sector:

The fur sector covers firms in all stages of the fur life cycle:

- trapping and farming;
- dressing and processing;
- designing and manufacturing; and
- retailing.

Many firms in the sector are family-owned.

Issues:

The fur industry is facing:

- serious market decline due to global overproduction of furs after the stock market crash and recession in the late 1980s and early 1990s;
- changing attitudes of consumers toward fur garments;
- new offshore competitors; and
- campaigns by animal-rights groups.

As a result, the following key human resources issues have been identified:

- the need to work together to support each element of the industry and encourage linkages with other fashion-industry sectors to stabilize the industry and achieve some growth;

- the need to train fur business personnel, particularly from the smaller firms, to promote basic business and design skills, and assist shop owners in meeting the new business and market challenges;
- finding ways to re-establish and revitalize the work force to combat losses to imports and an aging labour force;
- planning and preparing for gradual growth, improving its image and establishing fur worker **national occupational standards** and professional certification.

Activities:

Industry leaders have organized themselves under a **National Sectoral Adjustment Service (NSAS)** agreement which ran from December 1995 to June 1997. The **NSAS** agreement provided a neutral forum to the group of industry leaders to facilitate new relationships and investigate the training programs to be developed with design colleges, other academic institutions, professional designers, industry's service sector, and with Aboriginal designers and craftspeople.

Industry leaders are addressing human resource training needs through the development of innovative training alliances. They have also conducted a series of national and regional industry seminars to explain the importance of these new initiatives and to build the consensus required for successful industry modernization. As a result of these initiatives, design students at the Collège Marie-Victorin in Montreal and Ryerson Polytechnic University in Toronto are able to work with fur materials provided by the industry. This is a first in Canada.

Status:

- Networking between the industry and educational organizations has been strengthened.
- A number of initiatives including a project targeted at Aboriginal peoples in the value-added elements of the fur industry are under way.
- The value of exports of Canadian-made fur garments increased by 45 percent in 1996, which represents the creation of

more than 200 full-time manufacturing jobs, and considerable additional employment in the support and service sectors.

Participants/Key Players:

- Cree Trappers Association (James Bay)
- Fur Council of Canada
- Fur Institute of Canada
- Global Furs Manufacturers (Montreal)
- Government of Canada, Department of Indian Affairs and Northern Development
- HSG (Toronto)
- Nipissing First Nations Fur Dressers (North Bay)
- Renfrew Fur (Calgary)
- Tanbec Fur Processing (Québec City)
- Two additional employee representatives

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Aquaculture

Definition of Sector:

This sector includes establishments engaged in operating and harvesting farmed finfish, as well as shellfish in the ocean, inland waters, or on a created farm site.

Issues:

Aquaculture is an emerging industry that has experienced phenomenal growth over the last several years. The Canadian Aquaculture Industry Alliance Sector Council (CAIA) has identified a number of human resource issues which have arisen as a result of this growth, including:

- an expected shortfall in qualified new entrants;
- an expected surge in entrepreneurs entering the industry from other sectors;

- an increasing urgency to be able to adapt quickly to new technology; and
- increased cost competition in mature species.

Activities:

CAIA has been in operation for over one year. During this time, CAIA has undertaken a number of new studies to address human resource issues within the aquaculture industry. Studies include:

- participation in the *Small Business Owner/Operator Competency Guide*;
- development of the *Education and Training Directory*;
- a *Functional Analysis of Aquaculture Skills and Occupations*; and
- a *Canadian Aquaculture Industry Labour Market Survey*.

Status:

CAIA is currently undertaking a **national occupational standards** development project for the aquaculture industry in order to identify occupational skills and competencies. In another project, CAIA is providing **Science and Technology Internships** in the aquaculture industry.

Future Developments:

It is anticipated that the standards development project will lead to curriculum development where gaps in existing training offerings are identified.

Participants/Key Players:

- Aquaculture Association of Canada
- Aquaculture Association of Nova Scotia
- Association des aquiculteurs du Québec
- British Columbia Salmon Farmers Association
- British Columbia Shellfish Growers Association
- Canadian Association of Aquaculture Veterinarians
- Canadian Feed Industry
- Carleton-Victoria Fish Hatchery Ltd.
- New Brunswick Salmon Growers Association
- New Brunswick Shellfish Associations
- Newfoundland Aquaculture Industry Association

- NorAm Aquaculture Ltd.
- Ontario Aquaculture Association
- Prince Edward Island Aquaculture Association
- San Mateo Shellfish Ltd.

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Fish Harvesters

Definition of Sector:

This sector includes fish harvesters working in either ocean or inland waters, and engaged in commercial fish harvesting. Despite recent setbacks in the groundfish fishery on the East Coast and the salmon fishery on the West Coast, the fishing industry still remains a major contributor to the Canadian economy. The total value of the Canadian fishery, including both landed and processed value, has remained remarkably stable over the past few years at around \$3 billion per year. The Canadian fishing industry consists of a wide variety of fisheries, gear types, and vessels. There are 77,000 commercial fish harvesters registered with the Department of Fisheries and Oceans. In 1996, the Canadian Council of Professional Fish Harvesters (CCPFH) reported that 45,540 self-employed fish harvesters were registered. The CCPFH also announced in December 1996 that exports had generated revenues of over \$2.7 billion between January and November 1996.

Issues:

The fish harvesting industry faces:

- depleted fish stocks;

- changing public policy;
- a shift from high-volume/low-value production to low-volume/high-value production; and
- a need to recognize and develop professionalization.

Activities:

Industry leaders formed the Canadian Council of Professional Fish Harvesters in 1995. They are currently:

- developing **national occupational standards** for captains and crew members; and
- developing certification criteria for new entrants to the industry and for future fish harvesters.

Status:

National standards for professional fish harvesters are expected to be completed in 1998. Certification criteria are currently being developed in the Atlantic region, Quebec, and British Columbia.

Participants/Key Players:

The following organizations are members of the Canadian Council of Professional Fish Harvesters:

- Alliance des pêcheurs professionnels du Québec
- Eastern Fishermen's Federation/ Fédération des pêcheurs de l'Est
- Fédération des pêcheurs semi-hauturier du Québec
- Fédération régionale acadienne des pêcheurs professionnels
- Fish Food and Allied Workers
- Lake Manitoba Commercial Fishermen's Association
- Maritime Fishermen's Union/Union des pêcheurs des Maritimes
- Native Brotherhood of British Columbia
- Pacific Gillnetters Association
- Prince Edward Island Fishermen's Association
- United Fishermen and Allied Workers Union

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Seafood Processing

Definition of Sector:

Fish processing involves converting fish into products consumers need and want to buy. Its diversity distinguishes the industry from other related industries. Fish processing is undertaken in stages (primary and secondary), and is carried on in a regulatory environment. Secondary processing involves performing additional work on the output from primary processing. In 1995, Canada had 1,098 registered fish plants across Canada. Canada exports in excess of 80 percent of its production to more than 80 countries. The United States is Canada's largest export market, followed by Japan, and the European Union.

Issues:

Through a major sectoral human resource study, a number of serious human resource issues facing the industry have been identified:

- the need for industry-specific safety and occupational training and education;
- the need to respond to technological change; and
- the need to develop industry-specific national standards and curricula for skill sets in a variety of occupational areas.

Activities:

The National Seafood Sector Council (NSSC) has successfully completed its first year of operation. The industry seeks to adopt a systematic approach to the planning and training needs of the seafood processing work force through several key initiatives, including **national occupational standards, essential skills**, practices or skill sets, training programs, and other innovative activities. The NSSC has developed:

- modular training in sanitation and hygiene safety practices;
- national standards, including an **Essential Skills Profile**, for supervisors;
- an information database; and
- a re-engineered Quality Management Program (QMP).

Status:

In its second year of operations, the NSSC will continue to develop and implement the projects it began in its first year of operation. Curricula, course materials, and delivery mechanisms and tools are currently being developed. Piloting and testing across Canada is also likely to take place.

Future Developments:

- The New Work Opportunities Project will continue, as well as curriculum development and training QMP.
- The NSSC information database will continue to be improved and updated. A follow-up and analysis will be undertaken to assess its usefulness to NSSC members.
- Potential areas for training development which were identified in the assessment and needs analysis report will be considered for future implementation.

Participants/Key Players:

British Columbia

- Allied Pacific Processors
- United Fishermen and Allied Workers' Union/CAW

New Brunswick

- Métallurgistes Unie-d'Amérique
- New Brunswick Fish Packers Association

Newfoundland

- Fish, Food and Allied Workers/CAW
- Fisheries Association of Newfoundland and Labrador
- Fishery Products International Ltd.

Nova Scotia

- CAW - Canada
- Nautilus Industrial Relations Services Inc.
- Nova Scotia Fisheries - RITC

Quebec

- Association québécoise de l'industrie de la pêche
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Furniture

Definition of Sector:

The Canadian furniture manufacturing industry includes companies that produce household (both wood and upholstered) furniture, office (both metal and wood) furniture, and other furniture (bed springs and mattresses, as well as many dissimilar products made for a variety of hotel, restaurant, and institutional facilities). Industry Canada has reported that in 1994, the sector comprised 578 plants employing 19,536 people, with shipments valued at \$1.72 billion.

Issues:

Several issues have been identified by the sector:

- the need for a highly-trained and flexible work force;

- the impact of computerized machinery on employment levels and skill requirements;
- the quantity and quality of on-the-job and institutional training;
- literacy and numeracy levels;
- gaps in the current skill levels;
- management strengths and weaknesses;
- the need to increase and strengthen skills;
- workplace reorganization; and
- the potential use of **national occupational standards**.

Activities:

Among the key recommendations of the 1995 human resource **sector study** were measures to enhance the skills of the work force at the production, supervisory, and management levels.

Status:

A working group is looking at various potential activities that could help the industry address some of the study's findings.

Participants/Key Players:

- Business and Institutional Furniture Manufacturers' Association of Canada
- Canadian Home Furnishing Association
- Central des syndicats démocratique
- Conestoga College of Applied Arts and Technology
- Confédération des syndicats nationaux
- Corporation des marchands de meubles du Québec
- École québécois du meuble et du bois ouvrier
- Fraternité nationale des charpentiers, menuisiers, forestiers, et travailleurs d'usines
- Furniture West Inc.
- Industry Canada
- International Woodworkers of America
- Ontario Furniture Manufacturers' Association
- Quebec Furniture Manufacturers' Association
- Syndicat des métallos
- Teamsters Union Local 973
- United Steelworkers of America

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Grocery Producers

Definition of Sector:

Grocery producers are the manufacturers of those consumer products which are typically sold in grocery stores, even though many of these products are increasingly available through other types of retailers. Grocery production companies range in size from small family-run businesses through to large multinational corporations. British Columbia, Ontario, and Quebec have the dominant share of establishments and employment in the grocery products industry.

Issues:

The grocery production sector faces:

- reduction in trade barriers;
- increased competition due to globalization; and
- increased technological sophistication.

As a result, the following key human resources issues have been identified:

- a need to increase workers' skills, especially in literacy, numeracy, and computers; and
- a need to address the reduction and redeployment of the labour force.

Activities:

The Canadian Grocery Producers Council (CGPC) was established in 1995. Since that time the Council has been facilitating a series of essential skills pilot projects to improve the literacy, numeracy, and computer skills of workers. A recently completed needs analysis will pinpoint the human resource development priorities for the Council, and form the basis for future decision making. The needs analysis will also underlie the Council's intra-sectoral communications plan.

Status:

The Council is building consensus for its business plan.

Future Developments:

In the fall of 1997, the CGPC will begin working with industry to develop joint-workplace training committees to involve more people in human resources planning. The Council will also launch a major communications strategy to raise awareness in the industry of the value of training and investing in its human resources. The CGPC will also undertake a project to ensure its self-sufficiency and its long-term viability.

Participants/Key Players:

- United Food and Commercial Workers
- Nabisco Ltd.
- Nestlé Canada Inc.
- Retail Wholesale Canada (a division of the United Steelworkers of America)
- J.M. Schneider Inc.
- SunRipe Products Ltd.
- Bakery, Confectionery and Tobacco Workers International Union
- International Brotherhood of Teamsters
- Culinar Inc.
- Borden Foods Canada

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Health

Definition of Sector:

Human Resources Development Canada's (HRDC's) work with this sector is with professional health organizations and provincial regulatory bodies.

Issues:

The health sector faces:

- provincial health reforms which are restructuring health services;
- a changing economic climate;
- changing demand due to an aging population; and
- rapid technological advances.

As a result, the following key human resources issues have been identified:

- the need for competency-based **national occupational standards** leading to competency-based curriculum, accreditation, examinations, and certification;
- the need to identify common core competencies; and
- the need to increase the interprovincial mobility of health workers.

Activities:

A number of professional health associations are receiving funding through the **Sectoral Partnerships Initiatives (SPI)** to develop **national occupational standards**.

Chapter 7 of the Agreement on Internal Trade outlines the barriers to interprovincial labour mobility that regulatory bodies must address. HRDC is examining ways of helping regulated professions in the health sector to reconcile their differences in occupational qualifications, thereby reducing interprovincial labour mobility barriers.

Status:

Aboriginal Public Health Workers: The Canadian Public Health Association (CPHA), in partnership with Aboriginal public health associations, Assembly of First Nations, Council of Aboriginal Peoples, Métis National Council, Native Women's Association, Pauktuutit, and the National

Association of Friendship Centres, continues to explore the feasibility of developing **national occupational standards** for Aboriginal public health transdisciplinary workers (community health representatives, national native alcohol and drug workers, and mental health workers).

Over the course of 1996, the Standards Project Steering Committee continued to oversee the national survey of Aboriginal health workers and the details of the final report. This report synthesizes the feedback from Aboriginal health workers in regards to the desirability and feasibility of developing **national occupational standards** for Aboriginal health workers, and provides further suggestions for key directions. Copies of the report are available in English, French, and Inuktitut from the Aboriginal groups who participated in this project or from the CPHA.

The Youth Committee, represented by six national Aboriginal organizations, has also developed a proposal for the development of electronic resources to promote health careers to Aboriginal children and youth.

Ambulance Personnel: The Canadian Emergency Medical Services Standards of Practice Committee is proceeding with pre-occupational standards development. Specifically, these activities include developing a national consensus amongst the stakeholders on strategies to develop a national association, which could eventually co-ordinate standards development activities and certification. It also included conducting a national survey of emergency medical service (EMS) practitioners to collect demographic information, and to determine if practitioners view **national occupational standards** and the development of a national association as important goals.

Cardiology Technologists: The Canadian Society of Cardiology Technologists continued their work to conduct and validate a national task analysis and occupational standard document for cardiology technologists. Phase III of the project will involve

working with educators in curriculum and course development.

Clinical Perfusionists: Phase II of the project by the Clinical Society of Perfusionists to develop and validate a national entry-level competency profile was completed in 1996. This group is currently working on the development of the examination blueprint and exam bank questions.

Dental Hygienists: The National Dental Hygiene Certification Board completed their project, which resulted in competency-based **national occupational standards** and exam blueprints for certification of dental hygienists.

Dieticians: The Canadian Dietetic Association (CDA) completed their project, which resulted in competency-based **national occupational standards** and exam blueprints for certification of entry-level dieticians.

Laboratory Technologists: The Canadian Society of Laboratory Technologists (CSLT) completed their occupational standards development project which resulted in competency lists for entry-level medical laboratory technologists, as well as for the disciplines of diagnostic cytology and cytogenetics.

Nursing: The Canadian Nurses Association (CNA) is finalizing work on two large projects. The first project will develop entry-level competencies and the context of practice for licenced practical nurses/registered nursing assistants, registered psychiatric nurses, and registered nurses. The second will create certification exams in three specialty areas: critical care nursing, peri-operative nursing, and psychiatric/mental health nursing.

The final report outlining the entry-level shared and unique competencies for the three nursing professions is expected to be completed in the summer of 1997. CNA's testing division will complete the work on the certification program in 1997.

Medical Radiation Therapists: The Canadian Association of Medical Radiation Therapists (CAMRT) finalized the document *Summary of Clinical Competence* for each of the three disciplines certified by the CAMRT: radiation therapists; radiography; and nuclear medicine technologists. Competency development work is ongoing for advanced certification in these three disciplines.

Respiratory Therapists: The Canadian Society of Respiratory Therapists updated the occupational profile for respiratory therapists and developed exam bank questions. In Quebec, most respiratory therapists work exclusively in anaesthesia. In other provinces, however, most respiratory therapists work in anaesthesia, as well as other fields. Comparisons are being made to determine if the practice of anaesthesiology differs from Quebec to other provinces as a result of the varying specialization of practitioners.

Participants/Key Players:

For general information on health sector partnerships, please contact Cynthia Waugh at the number(s) noted below. For specialized information on occupational standards projects under way in a specific health profession, please contact the relevant organization(s) as detailed above.

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International Trade Training

Definition of Sector:

International trade training is intended to respond to the cross-sectoral international trade and export skill needs of Canadian industries.

Issues:

The following aspects of globalization are affecting Canadian industries:

- increased competitiveness of other countries;
- increased mobility of capital and information; and
- need to adopt a more export-oriented approach to business strategies.

These issues affect the human resource practices of industries as they must develop human resources which can maximize the opportunities provided by the growth and development of industrial markets and practices.

Activities:

The Forum for International Trade Training (FITT), a not-for-profit sector council, was established in 1992 with the support of the Canadian government and in partnership with the private sector. It was created to remedy the shortage of international trade skills and to improve the quality of training in international trade by establishing national standards. FITT has since developed a sectoral skills training program.

Status:

FITT's highly-relevant, world-class training program is available in both official languages and is delivered through a national network of colleges and universities. Known as FITTskills, this comprehensive body of knowledge also serves as the basis for the development of other customized products in the area of international trade.

Future Developments:

In order to maximize access to its program, FITT is developing computer-based training prototypes, as well as implementing a **Prior Learning Assessment and Recognition (PLAR)** program.

Participants/Key Players:

- Alliance of Exporters and Manufacturers
- Canadian Chamber of Commerce
- Canadian Federation of Labour
- Canadian Importers Association
- Canadian Professional Logistics Institute
- Canadian Professional Sales Association
- World Trade Centres Canada

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Logistics

Definition of Sector:

Logistics is the group of services concerned with the effective movement of materials and information from their source to the point of consumption. The logistics process involves the comprehensive management of the total supply chain by both internal and external suppliers and customers. The logistics process team is made up of functional specialists in purchasing, production planning/demand forecasting, inventory control, materials handling, warehousing, transportation, distribution, order processing, and customer service. It is estimated that the logistics work force repre-

sents over 3 percent of the Canadian labour force or approximately 580,000 workers.

Issues:

The logistics sector is facing:

- a low level of recognized professionalism; and
- the need for co-ordination of training and education programs in logistics.

Activities:

The logistics community incorporated the Canadian Professional Logistics Institute (CPLI) in 1990. The mandate of CPLI is to co-ordinate efforts among stakeholders in order to:

- establish a logistics profession;
- develop comprehensive training in logistics;
- define logistics career opportunities for the global economy; and
- sustain logistics human resource development in Canada for the purpose of providing a competent and motivated logistics work force committed to lifelong learning.

CPLI's primary objective is professional certification in logistics. In addition to being a certifying organization with professional members, the Institute is also an association, with corporate and associate members.

The Institute has developed the P. Log. designation to recognize competence in the field. To date, almost 300 individual practitioners have earned this professional designation. Associated activities include:

- accreditation of existing training and education offerings;
- development and provision of training modules; and
- development of an assessment diagnostic to evaluate prior learning and experience.

In 1996, the Institute initiated a two-phase sectoral labour market information (LMI) data development project. Phase I of the study focussed on the nature and scope of the logistics labour market, and on issues and trends having an impact on the labour

market, career opportunities, and skill requirements. Phase II focussed on a number of areas, including characteristics of career paths in logistics and the skill sets required by practitioners.

After successfully sponsoring a number of school-to-work transition **Sectoral Youth Internship** pilots across Canada, the Institute recently launched a new pilot focussing on entrepreneurship. The objective is to assist youth in developing the necessary skills to successfully make the transition, either by establishing their own enterprises or by embarking on business careers.

Status:

- Development of the P. Log. designation has been completed. Implementation of the certification process is ongoing.
- The sectoral LMI data development project has been completed.
- The initial **Sectoral Youth Internships** have been successfully completed. The Logistics Career Internship Program at River East Collegiate in Winnipeg is the 1997 winner of the Business Partners National Award. CPLI has now launched an entrepreneurship-based **Sectoral Youth Internship** model.
- In co-operation with the Forum for International Trade Training (FITT) and the Canadian Council for Human Resources in the Environment Industry (CCHREI), national guidelines for entrepreneurial skills knowledge attitudes and attributes were published (see *Catching the Wave* on the Occupational and Career Development web site: <http://www.globalx.net/ocd/ctw>).

Future Developments:

The Institute is considering a link to the Electronic Labour Exchange (ELE) to help logistics employers, workers, and students make more effective matches. In addition, the Institute, in partnership with several **sector councils**, is investigating the possibility of moving to the delivery of training and development of programs utilizing appropriate technology-supported distance

learning delivery approaches, such as video-conferencing. The Institute is also a key facilitator for the creation of a pan-Canadian network of enterprise/entrepreneurial education and training developers, providers, and practitioners.

Participants/Key Players:

- Canadian Association of Production and Inventory Control
- Canadian Association of Warehousing and Distribution Services
- Canadian Council of Materials Associations
- Canadian Industrial Transportation League
- Canadian Institute of Traffic and Transportation
- Canadian International Freight Forwarders Association
- Canadian Materials Handling and Distribution Society
- Canadian Society of Customs Brokers
- Chartered Institute of Transport
- International Materials Management Society
- Society of Logistics Engineers

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Mining

Definition of Sector:

This sector includes firms involved in mineral exploration, extraction of ore, milling, concentrating, smelting, refining, and processing minerals. The 1993 report *Human Resource Challenges and Opportunities in the Canadian Mining Industry* found that:

- there are 325 producing mines in Canada;
- mining accounts for 12 percent of Canada's total exports;
- mining accounts for one percent of employment; and
- mining accounts for two percent of GDP.

Issues:

The mining industry is facing:

- substantial decline (30 percent) in employment since the early 1980s;
- technological advances;
- environmental regulations; and
- shifts in managerial philosophy.

The resulting changes in skill requirements necessitate:

- ongoing training for all employees;
- **essential skills** upgrading;
- national standards for operations and production occupations;
- work-force upheaval, downsizing, and adjustment;
- trades training;
- work-force diversity;
- mining-related post-secondary education; and
- educational upgrading of the work force in co-operation with the secondary school system.

Activities:

A 1993 national human resource **sector study** examined the industry's aging work force, the need to upgrade skills, the decline in employment opportunities, and the problem of literacy. Since then interest-parties have — with the financial assistance of Human Resources Development Canada — formed the Mining Industry

Training and Adjustment Council (MITAC). The Council, which recently shed its developmental standing in favour of operational standing, aims to address the industry's human resource issues, particularly skills upgrading and **national occupational standards**.

Status:

The Council is currently developing two proposals for a **Science and Technology Internship** and a Training Infrastructure Program. The Council is also expanding its membership to more companies in the mining sector.

Participants/Key Players:

- Cambior
- Falconbridge Ltd.
- Inco Corp.
- Mining Association of Canada
- United Steelworkers of America

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Motor Carrier Passenger Industry

Definition of Sector:

The motor carrier passenger industry is generally defined to include intercity bus, urban transit, school bus, sightseeing bus, charter, and airport bus segments. One or more modes of transport, including light rail, subways, streetcars, and buses may be used.

Issues:

The motor carrier passenger industry is facing:

- decreasing public funding base; and
- deregulation and the consolidation of school boards.

As a result, the following key human resources issues have been identified:

- customer service;
- labour relations;
- recruitment;
- work force demographics;
- absenteeism; and
- technical/safety/**essential skills** training.

Activities:

In June 1996, an industry-directed national study began to analyze the human resource challenges affecting the industry, and to make tangible recommendations for solutions and follow-up activities. The final meeting of the industry steering committee was held in May 1997.

Status:

The final report will be released by the industry in the fall of 1997. The planned follow-up activities to the study will be announced at that time.

Participants/Key Players:

- Amalgamated Transit Union
- Association du transport écolier du Québec
- Autocars Orleans Express Inc.
- BC Transit
- Canadian Bus Association
- Canadian Union of Public Employees

- Canadian Urban Transit Association
- Charterways Transport Ltd.
- Greyhound Lines of Canada Ltd.
- OC Transpo
- Ontario School Bus Association
- Toronto Transit Commission

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Oil and Gas

Definition of Sector:

The upstream oil and gas sector includes:

- exploration and production companies;
- oil sands companies;
- geophysical, drilling and service rigs, and oil-field service and supply companies; and
- professional associations such as the Association of Professional Engineers, Geologists and Geophysicists of Alberta, to which most of the industry-specific professional staff belong.

Issues:

The oil and gas sector faces:

- shortages in skilled labour;
- the need for increased training, employment and maintenance of an Aboriginal work force within the oil and gas sector; and
- the need to develop a program of evaluating workers based on competency standards (i.e. a competency program).

Activities:

The Petroleum Services Association of Canada (PSAC) brought together labour and management representatives to develop a competency program within the oil-field

service and supply companies. The development of the program is proceeding occupation by occupation. Two occupations (pumpers and well-testers) have been completed, and more are under consideration.

Mainstream industry and associations have participated fully in the development of a strategy to increase the training, placement, and retention of Aboriginal workers within the industry. A committee on Aboriginal participation which included all the major associations representing the oil and gas industry was formed to this end. The committee directed a study which identified and examined the human resource issues facing Aboriginal people. The study catalogued existing training programs, outreach and employment services, and available institutions. The committee further encouraged and facilitated meetings between senior petroleum executives and band chiefs, and organized three all-chiefs oil and gas conferences. The committee has arrived at a strategy to address Aboriginal employment within the industry, and recommended the establishment of a national training institute to co-ordinate it.

Status:

The PSAC Competency Board continues to implement the competency program in the industry by conducting information sessions throughout Canada. This effort to encourage the national energy producers to embrace the **national occupational standards** will reinforce the benefits and value of job security.

The Aboriginal initiative has led to the establishment of the Aboriginal Training Institute. The primary focus will be to develop ways of delivering classroom and on-the-job training which are free from cultural barriers.

The Canadian Association of Petroleum Producers has also developed and implemented a youth incentive program to encourage career exploration and development within the sector.

Future Developments:

The PSAC Competency Board is exploring the implications and impacts of national standards for drivers and associated occupations. The Aboriginal Training Institute is considering the development of programs aimed at improving the selection, recruiting, orientation, upgrading, and retention of Aboriginal people in the oil and gas sector.

Participants/Key Players:

- Canadian Association of Geophysical Contractors
- Canadian Association of Oilwell Drilling Contractors
- Canadian Association of Petroleum Producers
- Canadian Energy Pipeline Association
- Indian Resource Council
- Petroleum Services Association of Canada
- Small Explorers and Producers Association of Canada

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Packaging

Definition of Sector:

Currently, there are more than 600 companies and professional associations representing over 1,500 members within the packaging industry. Occupations are diverse, but can be grouped into the following categories:

- suppliers of primary materials (steel, paper, glass, wood, plastic, and rubber);
- manufacturers of packaging material; and
- users of packaging material.

Issues:

The packaging industry faces:

- increased awareness of and demand for environment-friendly products and manufacturing processes;
- new technologies; and
- due to globalization, an increase in the size of the market as well as the number of competitors. The threat of declining market share means companies in the industry need to increase both their cost-efficiency and their value-added.

As a result, the following key human resources issues have been identified:

- the need to upgrade the competencies and performance standards of both workers and managers;
- the need to develop better linkages between provincial training programs;
- the need to improve managerial skills; and
- the need to recruit more youth into the industry.

Activities:

The Packaging Association of Canada (PAC) is the predominant Canadian representative of and forum for the suppliers and users of packaging.

- PAC is presently consulting with the Canadian Professional Logistics Institute (CPLI) to develop a program whereby the CPLI would deliver training on logistics-related elements of packaging to the packaging industry.
- PAC is exploring the potential benefits of establishing a National Education Committee to develop linkages between various provincial training efforts.
- PAC is exploring ways to adapt and expand the managerial Career Path program (which is currently offered only in Toronto and Montreal) to all occupations in all regions of Canada.

Status:

PAC, in partnership with the KEY Foundation (a national association of teachers and curriculum developers) and Human Resources Development Canada, has established the Packaging Career Council of Canada (PCCC). This committee will explore the potential benefits of enhancing sectoral partnerships through a national human resources development council. Their first task is to develop a Career Introduction Program called "Career-in-a-Box" that is to be delivered by guidance counsellors within provincial education systems. The sector has also determined a need to develop and deliver conflict resolution training to supervisory and middle management levels, and to develop and pilot "team-building" initiatives (i.e. empower employees at the supervisory and shop floor levels).

Participants/Key Players:

- Packaging Association of Canada (PAC)
- The KEY Foundation
- Communications, Energy and Paperworkers Workers Union (CEP)
- Canadian Council of Education Partners (CCEP)

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Plastics

Definition of Sector:

The plastics sector is made up of companies transforming synthetic resins and plastic materials into a wide range of finished products, parts for other manufactured goods, and intermediate products consisting of shapes and forms made by a variety of fabricating methods. Companies with in-house or "captive" production are excluded. The Canadian Plastics Industry reported in 1996 that:

- there are 90,000 Canadians working in the sector;
- employment is expected to rise and average of 2 percent a year; and
- there are 2,500 plastics processing plants across Canada.

Issues:

The plastics industry is facing:

- globalization;
- changes in technology;
- changes in regulations;
- consolidation;
- changing relations with customers and suppliers; and
- pressures for mergers, acquisitions, and joint ventures.

These issues have resulted in an increase in demand for highly-skilled plastics workers.

Activities:

Stakeholders in the plastics industry (both labour and management) asked for Human Resources Development Canada's assistance in undertaking an in-depth human resource needs analysis of the Canadian plastics industry. This project, started in the summer of 1994, was carried out under the direction of an industry steering committee. The final report of the human resource needs analysis proposes a series of recommendations to lead the industry to specific action toward strengthening the skills of individual workers, and improving the effectiveness with which the industry and businesses manage these skills. Recommendations include:

- creating an industry sector council to co-ordinate human resource training and development initiatives;
- creating a training trust fund;
- promoting the development and adoption of national occupational and training standards;
- fostering development and implementation of new learning technologies; and
- promoting delivery of management and production-related training.

Status:

Regional consultations to validate the human resource needs analysis are finished and have shown support for beginning the development phase of a plastics sector council. A proposal for a pre-developmental phase for the creation of a sector council for the plastics industry is under way.

Participants/Key Players:

- British Columbia Institute of Technology
- Canadian Plastics Industry Association
- Canadian Plastics Training Centre
- Canadian Polystyrene Recycling Association
- Centre des plastiques de Bellechasse Inc.
- Communications, Energy and Paper Workers Union of Canada
- Northern Alberta Institute of Technology
- Society of Plastics Industry of Canada
- United Steelworkers of America
- Various company representatives

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Printing

Definition of Sector:

The Canadian printing industry includes commercial printers, pre-press firms, binderies, and quick printers. In 1996, the Canadian Printing Industries Association estimated that the sector comprises 3,800 firms employing more than 75,000 Canadians, and produces \$8 billion worth of business with an additional \$7 billion generated in other sectors of the economy. It is the most geographically dispersed industry in the manufacturing sector in Canada.

Issues:

There are four main issues facing the printing industry:

- technological change (which has altered the skills base of shop-floor occupations such as pre-press, press, and bindery);
- the need to improve the skills base of supervisory and management level occupations;
- the need to improve the skills of company trainers; and
- the need for better and more comprehensive human resource planning.

Status:

A comprehensive training program "Training Solutions" developed by and for the Canadian printing industry, is now available through the Sector Councils' Steering Committee of the Canadian Labour Force Development Board. Training Solutions offers a flexible and gradual solution to a variety of human resource issues. It provides a step-by-step process for:

- evaluating a company's training needs;
- establishing a joint labour-management training committee; and
- developing and implementing a training program adapted to the needs of employers and workers of the printing industry.

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Public Policing

Definition of Sector:

The public policing sector is defined to include publicly-funded organizations with a primary objective of providing police services (e.g. federal, provincial, municipal, and First Nations police services). Both sworn officers at all levels and civilians employed in the sector are included. For the purpose of Human Resources Development Canada sectoral activities, military, railway, campus, and ports and harbours police, peace officers working in government departments (e.g., Immigration Canada, Revenue Canada), and workers employed in the public security sector, such as security guards, have been excluded from this sector. More information can be found in this document under the heading "Security".

The Canadian Center for Justice Statistics (CCJS) estimated that in 1996, there were approximately 75,000 workers in this sector. The Canadian Center for Justice reported that there are a total number of 36 police forces in the country. The Solicitor General of Canada reports that there are also 38 self-administered First Nations police services. CCJS also reported that total expenditures in the policing sector equal \$5.78 billion a year.

Issues:

The public policing sector is facing:

- changing government policies; and
- public pressure to change operating procedures, including those relating to training and fiscal restraint.

As a result, the following key human resources issues have been identified:

- employment equity;
- rationalization of training;
- occupational mobility;
- career paths; and
- management development.

Activities:

The sector is undertaking a human resources study which will assess:

- the operating environment of the sector;
- employment;
- adaptation to learning organization principles within the sector; and
- assessment of recruit, in-service, specialty, and management training and development.

The **sector study** will provide a synthesis of the data, as well as recommendations. Issues relating to Aboriginal policing in First Nations communities and reserves will be explored through a separate study directed by a subcommittee of Aboriginal policing stakeholders.

Status:

It is expected that by the fall of 1997, the membership of the steering committee, the terms of reference for the study, and a project proposal will all be finalized.

Participants/Key Players:

The Canadian Association of Chiefs of Police are participating in the study as representatives of employers, while employees are represented by the Canadian Police Association and the Divisional Staff Relations Representatives of the RCMP. The Steering Committee for the study also includes representation from:

- all police training institutes in Canada;
- municipal police forces;
- other branches of the RCMP;
- representatives of stakeholders in Aboriginal policing;
- selected colleges and CÉGEPS;
- selected provincial Solicitors/Attorneys General;
- Canadian Police Educators Association;
- Ontario Provincial Police;
- Solicitor General of Canada; and
- Sûreté du Québec.

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Pulp and Paper

Definition of Sector:

The pulp and paper sector includes major pulp and paper manufacturing companies and unions, including all newspaper manufacturers in Canada. Primary mills that produce converted products, particularly those that include similar processes and occupational structures, are also part of the sector. In 1994, the Canadian Pulp and Paper Industry reported that:

- the sector employs approximately 72,000 workers;
- a further 240,000 workers can indirectly attribute their employment to the industry;
- the sector generates revenues of over \$3.5 billion; and
- there were 144 operating pulp and paper mills in Canada in 1992.

Issues:

The pulp and paper sector is facing:

- low rates of macro-economic growth;
- changing environmental regulations;
- rising popularity of recycling;
- exacting consumer demand;
- global competitive pressures;
- new technologies;
- low levels of recruitment; and
- an aging work force with generally low levels of education.

As a result of these issues, there is an evident need to:

- increase the quality and quantity of training;
- retrain and upgrade; and
- develop industry-wide guidelines to minimize hardship, since layoffs and mill closures are likely to continue for the rest of the decade.

Activities:

A **sector study** of the industry was started in April 1992, and reported its findings in 1994. A working group of steering committee members is currently developing a proposal for a **National Sectoral Adjustment Service** agreement to conduct an international comparison of best practices in the sector.

Status:

The committee is reviewing its terms of reference and exploring future initiatives.

Participants/Key Players:

- Canadian Pulp and Paper Association
- Communications, Energy and Paperworkers Union of Canada
- Fédération des travailleurs du papier et de la forêt (Québec)
- Noranda Forest Inc. (Ontario)
- Weldwood of Canada Inc. (British Columbia)

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Red Meat Processing

Definition of Sector:

The red meat processing industry is comprised primarily of firms who slaughter or process cattle and/or hogs. The industry is further segmented into federally, provincially, and municipally inspected plants. There are roughly 1,100 meat slaughtering or processing establishments in Canada, of which approximately 457 are federally inspected. Only products from a federally inspected plant may cross provincial or international borders. Federally inspected firms, who collectively employ approximately 33,000 people, account for 85 to 90 percent of the industry's production.

Issues:

The red meat processing industry is facing:

- changing trade patterns;

- increasingly stringent food safety regulations;
- significant changes in public policy;
- new technologies.

As these issues affect the way that companies do business, they also affect the way that people do their jobs.

Activities:

The Canadian Meat Council has asked Human Resources Development Canada to assess the impact of the new business environment on its labour force. A human resource **sector study** of the industry is currently in progress.

Status:

The **sector study**, directed by an industry steering committee and conducted by three working groups, is scheduled to be completed in the fall of 1997. The report will consist of four modules: business environment; technology; human resources; and an industry human resource strategy.

Participants/Key Players:

The sector study steering committee includes representatives from:

- Bilopage
- Canadian Cattlemen's Association
- Canadian Meat Council
- Canadian Pork Council
- Caravelle Foods
- CSD
- Fédération du commerce inc. (CSN)
- Gouvernement du Québec, Ministère de l'agriculture, des pêcheries et de l'alimentation
- Government of Alberta, Production and Marketing
- Government of Canada, Agriculture Canada, Meat and Poultry Products Division
- Government of Canada, Human Resources Development Canada, Sector Studies Division
- Government of New Brunswick, Ministry of Agriculture
- Government of Ontario, Ministry of Agriculture, Food and Rural Affairs
- Hubb Packers

- Lakeside Packers
- Olds College
- Olymel
- Ontario Independent Meat Packers and Processors
- Quality Meats
- United Food and Commercial Workers International Union

The business environment working group includes representatives from:

- Bilopage
- Burns Meat
- Delft Blue Inc
- Canadian Council of Grocery Distributors, National Grocers
- UFCW Local 1991P
- Viandes Experts 1994 Inc.

The human resources working group includes representatives from:

- Fédération du commerce (CSN) Association syndicale
- Intercontinental Packers
- Maple Leaf Pork
- Piller Sausages & Delicatessens
- UFCW Local 1118
- Uni-Viande

The technology working group includes representatives from:

- Centre de recherche industrielle du Québec (CRIQ)
- CINTech AA
- Gouvernement du Canada, Agriculture et agroalimentaire Canada, Section des viandes
- Government of Canada, Agriculture and AgriFood Canada, Lethbridge Research Centre
- J. M. Schneider Inc.
- Olymel
- Trochu Meat Processors
- UFCW

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RETAIL

Retail

Definition of Sector:

The Canadian retail industry is engaged in selling consumer goods and related services to the general public. The retail sector is large and diverse, ranging from individually owned and operated enterprises and franchises to national and international department and specialty stores and manufacturer-retailers. Labour-intensive and service-oriented, the Canadian retail sector has a payroll of over \$421.5 billion and the highest number of jobs per business-assets dollar. Retail makes up 27 to 30 percent of the GDP. Over 220,000 retail establishments generate over \$172.7 billion in sales. They provide employment for 1.62 million Canadians, or about 12.5 percent of the labour force.

Issues:

Recent studies have identified a number of issues facing the department store sub-sector:

- influx of foreign competitors who have a more professional culture and conduct more training;
- low appreciation for the viability of retail careers (typically not seen as attractive professions);
- lack of a university retail degree program in Canada;
- low levels of in-house training; and
- need for increased amount, comprehensiveness, and access to education, training, and professional development, including information on the retail industry, especially in rural areas.

Activities:

The department sub-sector has developed the Canadian Retail Management Education Program, which it is promoting to post-secondary educations, to improve both the effectiveness of retail education and training in Canada, and the visibility and understanding of the retail sector in general. The sub-sector is also developing:

- two **national occupational standards** (one for management and one for sales associates);
- a **Prior Learning Assessment and Recognition (PLAR)** program method of delivering distance/electronic education; and
- career information products on the retail industry and other marketing activities.

The food retailing and wholesaling sub-sector (examined in this document under the heading "Food Retailing and Wholesaling") has also established a committee, which will direct a human resources study of the sub-sector in the fall of 1997.

Status:

The Canadian Retail Management Education Program has received considerable attention and take-up from a number of Canadian universities and colleges. The innovative relationship between the private sector and academia that generated the Canadian Retail Management Education program has even caught the attention of Harvard University's graduate school, which is preparing a case study on this for its summer course for managers of lifelong learning programs. Both sub-sectors are continuing to develop and implement their human resources strategies.

Participants/Key Players:

- Canada Post
- Canadian Tourism Human Resource Council
- Eaton's School of Retailing
- K-Mart
- Levi-Strauss
- Nygard International
- Retail Council of Canada
- Retail managers and staff
- Ryerson Polytechnical University
- Sears
- Toys-"Я"-Us

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Food Retailing and Wholesaling

Definition of Sector:

The grocery distribution sector is made up of wholesale and retail food establishments engaged primarily in the retailing of food specialties, or groceries and food wholesale dealing. These establishments vary in size and employ about 400,000 people across Canada. About 83 percent of these employees are employed in the food retail sector.

Issues:

During the last decade, the grocery distribution sector has faced significant challenges, including:

- global trade liberalization;
- technological innovation;
- shifting consumer preferences;
- meal replacements and solutions;
- slower rate of population growth; and
- the emergence of new competitors with alternative store formats such as warehouse clubs, supercentres, and discount drug stores.

These issues are affecting the manufacturing, sales, and distribution of grocery products.

Activities:

A national human resources study of the food retailing and wholesaling industry was launched in September 1996 following a request for such a study from a number of companies and labour organizations. The **sector study** builds on the industry's work with Human Resources Development Canada over the last year, which culminated in the report *Human Resources Study of the Grocery Distribution Industry: Competitive Challenges and Human Resource Issues, Phase I*. The **sector study** is gathering information through:

- focus groups with employees, human resource managers, and students;
- telephone and in-person interviews with union leaders, human resource, store, and department managers, and providers of educational programs;

- employee mail out surveys; and
- site visits.

Status:

The results of the **sector study** will assist the steering committee in developing the necessary recommendations for the industry. A final report will be available in the late fall of 1997.

Future Developments:

Upon the completion of the final report, the steering committee will determine its communications strategy to announce and communicate the results and recommendations of the human resources study.

Participants/Key Players:

- Agriculture and Agri-Food Canada
- Association des détaillants en alimentation du Québec
- Canada Safeway
- Fanshawe College of Applied Arts and Technology
- Federation du commerce inc. (CSN)
- Ministère de l'Agriculture, des Pêcheries et de l'Alimentation, Gouvernement du Québec
- National Grocers
- Ontario Ministry of Agriculture, Food and Rural Affairs
- Overwaitea Food Group
- Retail Wholesale Canada (division of United Steelworkers of America)
- Ryerson Polytechnic University
- Teamsters, Local 419
- The Great Atlantic & Pacific Company of Canada Limited
- The Oshawa Group Limited
- The Canadian Federation of Independent Grocers
- United Food and Commercial Workers International Union, CLC, AFL-CIO

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Sales

Definition of Sector:

Professional sales generally includes technical and wholesale sales specialists, as distinct from retail sales staff and management. According to Statistics Canada, in 1994 there were 1,205,000 people employed in the sales sector, 881,000 of whom were full time and the remainder part time.

Issues:

The sales industry faces:

- globalization of trade;
- changing trade policies (e.g. NAFTA, FTA, GATT); and
- a need to increase the level of professionalism.

Activities:

In 1994, the Canadian Professional Sales Association (CPSA) founded the CPSA Sales Institute to promote selling as a respected career choice. CPSA has developed a program of study and two professional designations: the Certified Professional Sales Representative (CPSR) and the Certified Professional Sales Manager (CPSM).

Status:

The CPSR program ran a pilot course during the spring of 1996. The course is now offered by more than forty colleges and universities around the country. The CPSM program will be piloted this fall.

Participants/Key Players:

- Canadian Professional Sales Association (CPSA), which has over 34,000 individual members and is led by a Board of Directors
- CPSA Sales Institute

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Security

Definition of Sector:

The security sector covers a wide range, including:

- privately-owned organizations that provide security personnel to protect people, and both private and public property;
- services associated with private investigation;
- manufacturers, distributors, and vendors of security products and services; and
- public sector employees such as Commissionaires and Correctional Services Officers.

The security sector excludes the sworn officers and civilians who work in the field of public policing. Information on policing can be found in this document under the heading "Public Policing".

Issues:

The responsibility for security service and its delivery is rapidly shifting from public policing to private-sector suppliers. The industry needs to prepare its work force and increase its competitiveness to meet these challenges. Since the industry is provincially regulated, appropriate links with governments and law enforcement agencies need to be established.

Activities:

In March 1995, a steering committee was established to identify and develop strategic approaches to address the human resource issues affecting the industry. The committee has:

- directed a number of different studies aimed at defining the sector and related human resources issues; and
- organized a national conference of sector stakeholders to validate those results and seek support for future initiatives.

Status:

The national steering committee has made a formal request to Human Resources Development Canada to fund a more in-depth human resources **sector study**. The Sector Studies Division is currently working with the industry to determine terms of reference for this study.

Participants/Key Players:

- Canadian Labour Congress
- Canadian Society for Industrial Security

Note: It is anticipated that other organizations will be included as the process evolves.

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Sign Manufacturing

Definition of Sector:

The sign industry produces a range of products, including illuminated signs, neon signs, architectural signs, electronic signs, commercial signs, and outdoor billboards. The vast majority of firms in the sign industry are small enterprises. According to the industry's 1994 human resource **sector study**, in 1992 there were approximately 600 sign manufacturing firms with 15,900 employees.

Issues:

A number of issues were identified in the industry's human resources study, *Image-makers: Human Resource Challenges Facing the Canadian Sign Industry*, including the need for improvements in:

- management development;

- work force management and development;
- lifelong learning;
- health and safety training; and
- industry culture and image.

Activities:

Following the release of the study, a **National Sectoral Adjustment Service (NSAS)** committee representing stakeholder groups from the sign industry was established to validate study findings and seek industry input and support for any measures that would address the issues. A series of workshops were held across Canada, in which industry participants supported a collective approach to dealing with human resource challenges.

In September 1995, the **NSAS** committee decided to pursue the development of **national occupational standards**. An industry occupational standards development committee was established in 1996 to oversee the development of five occupational analyses to identify and describe tasks performed in the sign manufacturing process. The occupations studied were sign crafter, neon sign technician, sign fabricator, sign servicer and installer, and sign pre-production technician.

Status:

The work on standards will lead to the establishment of new **national occupational standards** which will enhance training in industry and ensure that present courses meet industry needs. The analyses are soon to be published, and will be presented to the industry at a national industry conference to be held in the fall of 1997.

Future Developments:

The sign industry is considering a curriculum development project to build on the development of the five occupational analyses.

Participants/Key Players:

- Alberta Sign Association
- Association professionnelle des fabricants d'enseignes du Québec
- B.C. Electrical Sign Association

- International Brotherhood of Painters and Allied Trades
- Madman Incognito
- Manitoba Sign Association
- Mediacom
- ND Graphic Products Ltd.
- Northern Alberta Institute of Technology
- Saskatchewan Sign Association
- Sign Association of Canada
- Sign Association of Canada - Atlantic Chapter

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Small Business

Definition of Sector:

For the purpose of sectoral initiatives, the definition of a small business is one with up to 20 employees, and for which the owner/operator performs most of the management activities or responsibilities at various stages of the business cycle. In the early 1990s, there were close to 900,000 small businesses operating in Canada.

Issues:

The small business sector is facing:

- a high percentage of small business failure within their first year of operation due to a lack of management skills;
- a need to improve the training culture within the small business community to help businesses operate effectively, grow, and diversify;
- the challenge that although many management programs and materials currently exist, there is a need for more relevant, accessible, and affordable training that meets the specific management skills required of the small business owner/operator; and
- a need for management skills that can assist small businesses in leveraging funds from the financial community.

Activities:

The Sector Councils' Steering Committee of the Canadian Labour Force Development Board, in partnership with Human Resources Development Canada, has recently completed the development of a *Small Business Owner/Operator Guide* through consultation with owner/operators of small businesses across Canada. This guide may be used as a self-assessment tool for the skills required to effectively operate a business. The Steering Committee has developed a video to promote the guide to its members. This video will also be used at various events such as the Asia-Pacific Economic Cooperation (APEC) Small- and Medium-Sized Enterprise (SME) Business Forum and Exposition.

Status:

A national meeting of key stakeholders was recently convened to consider the benefits of developing pan-Canadian occupational standards for small business counsellors. It is anticipated that the participants of this meeting will submit a proposal for development of these standards.

Participants/Key Players:

- Canadian Bankers Institute
- Canadian Labour Force Development Board
- Canadian Association for University Continuing Education
- Canadian Federation of Business School Deans
- Education Training Providers' Network
- Office for Partnerships for Advanced Skills
- Representatives from 10 sector councils
- Small business owner/operator and labour representatives

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Software

Definition of Sector:

There are four areas of employment in the software sector:

- companies that develop and market software products;
- companies that develop software products which are then embedded in other products (i.e. the software is not marketed as a separate product);
- companies that provide software-related services on a consultative basis; and
- organizations that use information technology to support and generate business (e.g., government, banks, hospitals) and that employ management information systems (MIS) professionals.

The *Human Resource Issues and Opportunities: Software and National Competitiveness Report* concluded that in 1992 there were over 150,000 people directly involved in the development and implementation of software in Canada.

Issues:

The industry has identified five critical issues:

- the current and worsening shortage of personnel for the software industry;
- the current and worsening skills crisis among MIS workers;
- lack of a clear identity and definition of software workers;
- training requirements which are not being addressed by employers; and
- lack of a strategic view of software human resource issues by policy makers.

Activities:

In September 1992, the Software Human Resource Council (SHRC) was formed to provide a forum for industry, workers, educators, and governments to address the human resource issues facing software workers and employers in Canada. Initiatives are aimed at:

- improving the definition and image of the software worker;
- increasing the supply and quality of workers entering the software labour force;

- increasing the retraining activity in the software sector;
- tracking and projecting changes in both the demand and supply of labour and skills; and
- promoting **national occupational standards** and certification.

The Council had a skills upgrading agreement with Human Resources Development Canada from 1993 to 1996 to upgrade and renew the skills of workers. Five projects were initiated under the agreement:

- MENTYS: The Learning Server — an education delivery vehicle which provides multimedia, inter-active, client/server training to Canadian information systems professionals over the Internet;
- Global Learning Organization — a systemic skills development program of life-long learning which uses learning organization methodology and includes multimedia tools that diagnose problems, outline prescriptions and maintain tracking statistics;
- Retrain Courseware Suite — just-in-time training, to meet retraining needs in the software industry and for distribution across Canada;
- Education Program for Software Professionals — a core competency curriculum to train mainframe management information systems developers in client/server technology; and
- Software Engineering Curriculum — a four-part curriculum on engineering approaches to software development including software engineering concepts, software quality assurance, requirements specifications and analysis, and configuration management.

In March 1996, the Council held a software industry round table on **national occupational standards**. As recommended in the round table, SHRC is developing a profile of the software sector which will define the occupations and skill sets within the sector.

SHRC is implementing two youth training projects, the Information Technology Management Program (ITMP)

and the Information Technology Professional (ITP) program, partly funded by HRDC under the **Sectoral Youth Internship** initiative.

ITMP is a high school project which combines academic study with technical and project management experience gained through support and management of the school IT environment, work placements, and tele-mentoring.

ITP involves the delivery of a one-year intensive training program in the field of client-server computing to non-computer-science college and university graduates. The training program includes a 10-week work term in software-related jobs paid by participating employers. As well as technical skills, the program focusses on project management, business applications, and communications.

SHRC is participating in a HRDC pilot project to test a streamlined validation process by which foreign workers with specific software development skills can enter Canada on a temporary basis to fill positions when no qualified Canadians can be found.

Status:

The SHRC is implementing and improving the above-mentioned projects on an ongoing basis.

Participants/Key Players:

- Association of Community Colleges of Canada
- Association of Universities and Colleges of Canada
- Canadian Advanced Technology Association
- Canadian Information Processing Society
- Canadian Society of Professional Engineers
- Employers of Software Workers
- Information Technology Association of Canada

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Training Program (SMTP). Currently 19 community colleges and CÉGEPs are working with CSTEC to develop 57 courses which will make up the training program. They have further agreed to implement a system whereby credits for the program received at one institution may be transferred to another.

Also included in this project is a **Prior Learning Assessment and Recognition (PLAR)** process. This process evaluates and grants credits for equivalency for a worker's prior education, training and work/life experience. Each CSTECH trainee will have the option of taking a **PLAR** portfolio-development course. On its completion, the worker will receive a credit for this course.

Status:

As well as assessing the training needs of steel producers, the curriculum for the Steel Manufacturing Training Program consists of steel-specific technical material, and foundations of learning and work reorganizations. The course development was completed in the spring of 1997. Implementation of the agreement provides the basis for a national entry-level program into the steel industry. One of the objectives of the agreement is for the steel industry and employees to see, in a tangible way, that the benefits outweigh the costs of taking a more strategic, effective, and efficient approach to human resource development and lifelong learning. The industry aims to be self-sufficient in delivering courses under the Steel Manufacturing Training Program.

Participants/Key Players:

- Algoma Steel Co.
- Dofasco Steel Co.
- PSO Co.
- Sidbec-Dosco Steel Co.
- Stelco Steel Co.
- United Steelworkers of America
- VACO Co.

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Steel

Definition of Sector:

The sector includes all steel manufacturing companies with melting capacity (the ability to make steel as opposed to heating steel only) functioning in Canada. According to the 1996 *Metals and Minerals Processing Industry Report*, the six Canadian-owned firms in the steel sector:

- account for 80 percent of Canada's steel production;
- account for 9.5 million tonnes of the country's 15.9 million tonne steel-making capacity;
- contribute \$3.6 billion to Canada's economy, or about 0.5 percent of GDP; and
- employ approximately 33,600 people (1995).

The average wage in the steel sector (\$51,159 in 1994) has been nearly 70 percent higher than the national average.

Issues:

The steel industry is facing:

- changes in technology;
- globalization; and
- increased competition.

As a result, the following key human resource issues have been identified:

- a need to introduce more "value-added";
- a need for restructuring; and
- a need for new skills.

Activities:

The Canadian Steel Trade and Employment Congress' (CSTEC) Training and Adjustment Committee oversees CSTEC's training activities and their downsize adjustment. The Committee is currently engaged in the development of the Steel Manufacturing

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Technicians and Technologists

Definition of Sector:

Thirteen disciplines in the applied science and engineering field are represented in this sector:

- architectural;
- biosciences;
- chemical;
- civil;
- electrical;
- electronic;
- forestry;
- industrial;
- instrumentation;
- mechanical;
- mineral resources;
- petroleum; and
- surveying.

Issues:

Two issues facing the sector have been identified:

- changing supply of, and demand for, technicians and technologists; and
- the need for national standards for applied science and engineering technicians and technologists.

Activities:

In January 1995, the Canadian Council of Technicians and Technologists (CCTT), with funding support from Human Resources Development Canada (HRDC), established the Canadian Technology Human Resource Board (CTHRB) — a secretariat which develops national technology standards. The CTHRB is a not-for-profit organization associated with the CCTT, and is managed by an Executive Director who

reports to the CTHRB advisory board. The board is comprised of approximately 10 members representing industry, labour, education, government, and other stakeholders. This secretariat will monitor and update the competency-based national standards for applied science and engineering technicians and technologists.

In 1994, the CCTT, in conjunction with HRDC, developed and released **national occupational standards** for technologists in 13 disciplines in applied sciences and technology. **National occupational standards** for technicians in the same disciplines were completed in late 1995. These standards were released on CD-ROM in 1996.

Status:

The CTHRB, in partnership with industry representatives, educators, and HRDC, has established steering committees to:

- update and expand the national technology occupational standards. The presentation format will be similar to the current technicians standards and made available on CD-ROM;
- develop a First Work Experience program for recent technology graduates in Canada, which will include a Business Practices component. During this 12-week program, graduates will be assessed on knowledge, skill, competencies, and behaviour, with the potential for permanent employment;
- develop the Canadian Technology Career Advancement Program (CTCA). A national data base will be designed to record the skill-based competencies of the industry; and
- establish **Prior Learning Assessment and Recognition (PLAR)** assessment tools.

Future Developments:

- Explore the role that industry can fill to address the issues and concerns around mobility of workers and the placement of immigrating professionals.
- Partner with a number of **sector councils** and associations to address the issues of occupational standards and training

(e.g. in the chemical sector, micro-electronic semi-conductor sector).

- Develop a marketing program to ensure national and international clients have access to the products and services of the technician/technologist industry.

Participants/Key Players:

- Association of Canadian Community Colleges
- Canadian Construction Association
- Canadian Council of Technicians and Technologists
- Canadian Institute of Forestry
- Canadian Manufacturers Association
- Chemical Institute of Canada
- Electrical and Electronic Manufacturing Association of Canada
- Information Technology Association of Canada
- Mining Industry Technology Council of Canada
- National Council of Deans of Technology
- Northern Telecom
- Ortho Pharmaceuticals

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Telecommunications

Definition of Sector:

The telecommunications sector comprises organizations that provide two-way, switched communication network services for transmitting voice, data, and image content or are establishing capabilities to provide such services. Also included are organizations that design, develop, manufacture and market telecommunications equipment that enables these services to be delivered and used.

Issues:

The Canadian telecommunications industry is undergoing a period of intense upheaval and restructuring at a time when its business outlook is highly uncertain. The industry is facing the following issues related to its work force:

- deregulation, competition, and new technology are causing structural and cultural change, redefining the company/employee relationship;
- retraining is inconsistent, with few instances of displaced workers being re-skilled;
- educators are responding to industry needs, but more work needs to be done to produce the graduates required to meet current and future needs in new technologies; and
- effective human resource management is increasingly seen as a critical tool to gain strategic advantage.

Activities:

Recognizing that the skills, quality, and management of its human resources are vital to its continued success, the telecommunications industry decided to conduct a major study in 1995-1996 to identify human resource challenges and priorities, and to craft strategies to address them. The study was overseen by a steering committee composed of representatives of most of the main stakeholder groups, and was conducted using three methods:

- consultation with employers, industry experts, employees, educators, unions, governments, and other stakeholders;

- an issues forum at which industry representatives debated the business trends and issues; and
- a national round table at which a cross-section of people from the industry reviewed the preliminary findings from the study, and worked together on a vision and action plans for the future.

The study report, *Human Resources Study of the Telecommunications Industry ... an enabler of business activity and human interaction ...*, was released in September 1996.

Status:

In April 1997, a committee of industry representatives decided to proceed with the development of a human resources sector council for the telecommunications sector. The council will:

- provide a forum for discussion and exchange of information on innovations and success in human resource strategies, employee communication, and involvement processes;
- provide a strong industry voice to coordinate and disseminate information on current and future industry needs to educators;
- bring together employers with similar needs to take collective action on critical human resource issues (e.g. short-term staff shortages); and
- sponsor specific projects to further the use of technology in the delivery of training and education, to improve access and reduce costs.

Future Developments:

The industry committee plans to submit a developmental sector council funding proposal to Human Resources Development Canada in the fall of 1997.

Participants/Key Players:

- BC Tel
- Bell Canada
- Communications, Energy and Paperworkers Union of Canada
- Ericsson Communications Inc.
- Industry Canada

- NB Tel
- Newbridge Networks Corporation
- Nortel Technology
- Northern Telecom Ltd.
- Stentor Telecom Policy Inc.
- Telecommunications Workers Union
- University of Waterloo

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Textiles

Definition of Sector:

This sector includes companies producing textiles for use in apparel products, home furnishings, and 150 other industries.

Issues:

The introduction of new technologies is affecting the following key human resource issues:

- the need to redefine its occupational skill needs;
- the need to improve recruitment by improving the sector's image in the eyes of Canadians;
- the need to promote and develop a learning culture; and
- the need to facilitate access to training.

Activities:

The Textiles Human Resources Council (THRC) began its operational activities in January 1994. Seminars in textile management, selling skills, plant workers, and textile basics have been developed and are currently being offered in both French and English. The Council has launched a National Textiles Week to present a favourable image and to promote career opportunities in the textile industry. A very successful Forum on Best Practices in Management was held in April 1997, which brought more visibility for the Council and the industry.

Status:

The Council is now working on occupational profiles development, as well as a Management Trainee Program for youth.

Future Developments:

The THRC, in partnership with several **sector councils**, is considering a move toward the delivery of training, and development of programs utilizing appropriate technology-supported distance learning delivery approaches, such as video-conferencing.

Participants/Key Players:

- Amalgamated Clothing and Textile Workers Union
- Barrday Inc.
- BASF Canada Inc.
- Britex Limited
- Canadian Carpet Institute
- Canadian Textile Institute
- Cégep de Saint-Hyacinthe
- Dominion Textile Inc.
- Fédération des Syndicats du textile et du vêtement (CSD)
- Hartford Fibers Ltd.
- J.L. deBall Canada Inc.
- Textile Federation of Canada
- Mohawk College
- Textiles Human Resources Council
- Tiger Brand Knitting Co. Ltd.
- United Textile Workers of America

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Tourism and Hospitality

Definition of Sector:

The tourism industry is a diverse group of many different types of operators and businesses selling a range of products and services to tourists and travellers. The tourism industry can be divided into eight sub-sectors:

- accommodation;
- food and beverage;
- transportation;
- adventure tourism;
- travel trade;
- attractions;
- events and conferences; and
- tourism services.

Issues:

Canada's market share of the international tourism business decreased significantly during the five recessionary years of 1989 to 1993. The forecasted growth in international tourism between now and 2005, both globally and in Canada, provides an excellent opportunity for Canada to increase its tourism export revenues. Tourism growth is projected to be higher than overall economic growth, with a projected employment increase that exceeds the overall growth rate of Canadian jobs. In order to take full advantage of its growth potential, the industry needs to address the following key human resource issues:

- a work force with below-average education and training;
- a lack of private-sector support for training;
- skill deficiencies and the inadequate supply of skilled workers;
- high turnover and a negative career image;
- the need for more training;
- the impact of new technology;
- the need to improve productivity; and
- the need to improve customer service.

Activities:

A human resources study of the food services industry was completed in 1990 by Human Resources Development Canada. In

November 1993, the Canadian Tourism Human Resource Council (CTHRC) was formed to facilitate human resource development activities that support a globally competitive and sustainable Canadian tourism industry. In 1994, Tourism Canada published a study on tourism-related employment and the unemployed. In 1995, an industry steering committee completed a human resources study of the accommodation sector. Also in 1995, the CTHRC published an updated profile of tourism-related employment in Canada. The CTHRC also published, in 1996, a guide to tourism careers, education and training, called *Student Travel Map*. Finally, in 1996-1997, the Canadian Tourism Research Institute of the Conference Board examined the skills and training requirements for travel counsellors and managers in the travel services sector.

Status:

The CTHRC has developed 39 **national occupational standards**, approximately 8 of which are being updated to meet new demands in the industry. These standards (for 32 of the 39 occupations) have been used as the basis for certification processes, which are now available through all 12 provincial and territorial Tourism Education Councils. National data bases will be created to make the Council's work more accessible to the industry.

The CTHRC has also launched a **Sectoral Youth Internship**: "Tourism Careers for Youth", which links high school graduates with businesses and trainers. Within the framework of this internship, participants undergo pre-employment skills training, on-the-job training, and career preparation and awareness activities. Currently, the youth program enables entry into any of the eight tourism sub-sectors. The curricula of the youth program is based on some of the 39 **national occupational standards** developed by CTHRC.

The CTHRC has also launched the Canadian Academy of Travel & Tourism, which incorporates tourism activities and projects into the classroom curricula of students in grades 10 to 12.

The meetings industry has completed a comprehensive planning guide for self-study, based on two newly-developed **national occupational standards**.

The results of the first phase of the travel services study were released in 1996. The second phase of the study, which was completed in 1997, examined in more detail the current and future trends impacting the travel service industry — from the perspectives of business leaders, managers, counsellors, and the education community — and the skills gaps emerging for travel counsellors and managers as a result. The CTHRC will disseminate the results of these two studies.

Future Developments:

A partnership between the CTHRC and the Canadian Tourism Commission is considering expanding the level of detail of the tourism satellite account data base.

Participants/Key Players:

- ACCESS (ACTA/CITC Canadian Educational Standards Systems)
- Alliance of Canadian Travel Associations
- Canada Council on Hotel, Restaurant and Institutional Education
- Canadian Airlines International
- Canadian Auto Workers Union
- Canadian Federation of Chefs and Cooks
- Canadian Food Service Executives Association
- Canadian Institute of Travel Counsellors
- Canadian Pacific Hotels and Resorts
- Canadian Restaurant and Foodservices Association
- Canadian Tourism Commission
- Canadian Tourism Human Resource Council
- Delta Hotels and Resorts
- DFS Ventures
- Fédération du commerce inc.
- Hotel Employees Restaurant Employees International Union
- Hotel Association of Canada
- Hotel, Restaurant & Culinary Employees and Bartender's Union
- Meeting Professionals International
- Canadian Council
- Provincial/territorial hotel associations

- Provincial/territorial ministries of skills, training, labour
- Provincial/territorial ministries of tourism
- Provincial/territorial tourism education councils
- Tourism Industry Association of Canada
- United Food and Commercial Workers International Union
- United Steelworkers of America

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Truck Transport

Definition of Sector:

The Canadian trucking industry can be divided into two major components: for-hire and private. For-hire trucking includes carriers principally engaged in the transportation of freight for compensation, including owners/operators. Private trucking includes companies that are not principally involved in trucking, yet operate their own fleet. Private truckers generally carry their own goods using dedicated drivers on their company payroll, leased drivers or owners/operators. The Canadian Trucking Human Resources Council (CTHRC) concluded in 1995 that:

- the industry contributes more than \$20 billion a year to the Canadian economy; and
- it employs more than 200,000 people.

The industry has two **Red Seal** trades: truck and transport mechanic; and truck-trailer repairer.

Issues:

The trucking industry is facing:

- domestic deregulation;
- NAFTA; and
- increased competition.

As a result, the following key human resource issues have been identified:

- the lack of national training standards for entry-level drivers;
- the need for a certification system to recognize the skills of existing drivers;
- the need for a comprehensive accreditation system to ensure training sites graduate drivers who meet industry requirements;
- upgrading the skills of existing professional drivers;
- enhancing the image of the industry (attracting new workers to the industry and retaining employees);
- ensuring business training for owners/operators; and
- obtaining the human resource data on the industry needed to plan for the future.

Activities:

Industry stakeholders established CTHRC in September 1993. Its mandate is to ensure an adequate supply of people with the appropriate knowledge, skills, and commitment to meet the human resource needs of the Canadian trucking industry.

The Council has become the national authority on and focal point of human resource occupational standards and certification within the Canadian trucking industry. It has launched a number of products and services to develop the various segments of the work force, and is working to enhance the image of the industry. Council accomplishments include:

- National implementation of an industry-developed, national entry-level truck driver training standard entitled "Earning Your Wheels". Accredited training sites are located in New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan, and British Columbia;
- "Business Skills Training for Owner-operators", a two-day workshop covering basic business management and finan-

cial aspects for owner-operator segment of the industry;

- "Professional Driver Recognition Program", a one-day refresher workshop for experienced, qualified drivers. The program recognizes and certifies existing drivers who meet criteria for their professionalism. The program reinforces professional conduct, and identifies and reviews skills upgrading needs; and
- "Professional Development - Skills Upgrading Program" for experienced drivers. To enhance safety and productivity standards, a series of 14 training modules have been developed, including defensive driving, load securement, time management and trip planning, skid control and recovery, and hours of service.

Status:

The Council has surveyed the training needs of maintenance and repair workers. A career information package is currently being prepared for distribution to approximately 10,000 elementary-junior and secondary schools across Canada.

Future Developments:

The Council is also assessing the use of computer-based learning technologies within the industry. To better anticipate upcoming human resource issues and to develop a strategy for dealing with them, a **sector study** update has been launched. By way of a national survey of firms and focus groups, the study will be focussing on the demand for new drivers, the need for special training in regards to operating successfully in the U.S., and the recruitment and training needs of dispatchers.

Participants/Key Players:

- Canadian Auto Workers Union
- Canadian Conference of Teamsters
- Canadian Trucking Association
- Com-Car Owner-Operators Association
- Private Motor Truck Council of Canada
- Transportation and Communications Union

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Women In Trades and Technology

Definition of Sector:

The Women in Trades and Technology National Network (WITT NN) is a non-profit organization established in 1988 for the encouragement, training, and promotion of women in trades, technology, operations, and blue collar work (TTO/BCW). WITT NN has established a cross-sectoral council which provides services and support to other **sector councils**, the private sector, labour, educators, and other labour market partners.

Issues:

Women in trades and technology:

- need to increase the currently low representation of women in trades, technology, operations, and blue collar work by improving recruitment, selection, training, and retention practices; and
- take the opportunity to use existing sectoral partnerships to identify and address common labour force development issues.

Activities:

WITT has built strong linkages with women working in TTO/BCW and with stakeholders in various sectors. WITT has developed many high-quality products, and continues to deliver a wide array of projects and services such as:

- assessment of the opportunities and barriers for women entering TTO/BCW occupations;
- "Construction Technology for Women", a **Sectoral Youth Internship** demonstration project;
- recruitment and retention strategies for youth;
- gender neutral editing service;
- workshops and checklists on gender/cultural awareness;
- national standards for designing and delivering WITT courses; and
- resource materials. These include:
 - *Employers Handbook for Integrating Women into Large Scale Construction Projects*
 - *Checklist of Strategies: Welcoming Women into Trades, Technology, Operations and Blue Collar Work*
 - *The Recruitment Guide: How to Recruit Women into Trades, Technology, Operations and Blue Collar Work*
 - *Orientation to Trades and Technology: a Curriculum Guide*
 - *Employment Equity in Canada: A workshop*
 - *Speak It Kit: How to form your own speakers bureau*
 - *Role modelling kit*
 - *Entrepreneurial training workshop for WITT women*
 - *Directory of Programs, Materials and Initiatives to Recruit and Retain Women in Trades, Technology, Operations and Blue Collar Work*

Status:

The WITT NN is made up of 25 local and provincial WITT groups across the country, including two new groups: North of Sixty WITT in NWT and WITT Innulnuut in Labrador.

Future Developments:

- Developing a joint project with the Canadian Association of Consulting Engineers for a **Science and Technology Internship**.
- Developing a National Women in Mining project.

- Developing a partnership with Skills Canada to encourage women's participation in skills competitions through virtual mentoring.
- Developing career information products aimed at young women.

Participants/Key Players:

- Association of Consulting Engineers
- B. & P. Diamonds
- Canadian Automotive Repair and Service Council
- Canadian Autoworkers
- Canadian Construction Association
- Canadian Council of Directors of Apprenticeship
- Canadian Homebuilders Association
- Canadian National
- GEC Altsthom - AMF
- local and provincial WITT groups
- Metro Toronto
- Ontario Ministry of Education and Training
- Saint John's Shipbuilding
- Saskatchewan Institute of Applied Science and Technology
- Southern Institute of Applied Science and Technology
- Syncrude Canada Ltd.

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Electronics Technician Vol. VIII (1986) (Navigation Equipment)	2242		

* Red Seal Analyses are indicated in bold.

** National Occupational Classification

Titles	NOC** Code	Quantity Language	
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Electronics Technician Vol. X (1987) (CADD Equipment)	2242		
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Electronics Technician Vol. XIII (1987) (Biomedical and Laboratory Equipment)	2242		
Electronics Technician Vol. XIV (1987) (Industrial Process-Control Equipment)	2243		
Farm Equipment Mechanic (1994)	7312		
Floorcovering Installer (1997)	7295		
Glazier (1994)	7292		
Hairstylist (1997)	6271		
Heating (Gas and Oil) Servicer - Commercial and Industrial (1978)	7331		
Heavy Equipment Mechanic (1987)	7312		
Heavy Equipment Operator (1983)	7421		
Industrial Electrician (1987)	7242		
Industrial Instrument Mechanic (1988)	2243		
Industrial Mechanic (Millwright) (1996)	7311		
Insulator (Heat and Frost) (1993)	7293		
Ironworker (Generalist) (1993)	7264		
Lather (Interior Systems Mechanic) (1994)	7284		
Logistics (1992)	0713		
Machinist (1992)	7231		
Major Electrical Appliance Repairer (1984)	7332		
Mobile Crane Operator (1992)	7371		
Motorcycle Mechanic (1995)	7334		
Motor Vehicle Body Repairer (Metal and Paint) (1997)	7322		
Motor Vehicle Repairer (Truck and Transport) (1983)	7321		
New Home Builder and Residential Renovation Contractor (1992)	0712		
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Preface

This is the seventh publication of the annual Sectoral Activities Update Report. It is produced by the Human Resources Partnerships (HRP) Directorate of Human Resources Development Canada (HRDC). The report summarizes the activities of partners in the 60 sectors with which HRP is involved under the Sectoral Partnerships Initiatives.

This edition is divided into two sections. The first provides a description of the various business lines HRP offers. The second is a sector-by-sector overview of activities completed and ongoing as of August 1998. For further information, a contact name and phone number have been provided for each sector.

We welcome your feedback on how to improve this document. Please address any comments or requests for other HRP publications and promotional materials to:

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Human Resources Partnerships Directorate

Human Resources Development Canada (HRDC) promotes the effective operation of the national labour market through a wide range of employment activities. Within HRDC, the Human Resources Partnerships (HRP) Directorate supports five activities on a national basis:

- encouraging private sector ownership of human resource issues;
- developing and maintaining interprovincial partnerships, and linking them to private sector partnerships;
- providing knowledge and understanding of the national labour market;
- influencing the learning system; and
- removing interprovincial barriers.

HRP supports these activities by facilitating a shared understanding of the changing world of work, and mobilizing labour market partners to improve Canada's human resource systems by:

- providing a foundation of knowledge and information about occupations, skills, careers and sectors of Canada's labour market;
- facilitating interprovincial labour mobility; and
- aiding in the development of pan-Canadian, private sector and interprovincial partnerships to address human resource issues.

While HRDC has traditionally assisted individual Canadians directly through social or economic programs, HRP reduces the need for individual interventions by fostering changes in employment practices, institutions, and social and learning systems. These changes help Canadians access the training and experience that most closely meets their career objectives, while employers maximize work force efficiency.

HRP encourages cooperation among business, labour, educators, trainers and provincial, territorial and federal governments. By working together, the partners have achieved more than they would have otherwise. HRP's approach is on the leading edge of private sector–public sector relations in Canada.

More information on Human Resources Partnerships can be found on the HRP Web site (<http://www.hrdc-drhc.gc.ca/hrp/>) and on the HRDC Intranet site (<http://intracom.hq-ac.prv:82/hrp/>).

Sectorial Partnerships Initiatives

Sectoral Partnerships Initiatives (SPI) is a major business line offered by HRP. SPI brings together employers, workers, educators, governments and other stakeholders to define and address, on a national basis, the common human resource challenges facing their industries. Although the private sector is responsible for driving these activities forward and has project ownership, SPI serves as the catalyst, providing information and expertise. By encouraging and facilitating consensus concerning national issues and strategies, SPI helps industry maximize the productive potential of the Canadian labour market.

The Canadian economy is constantly changing. Increased global competition, rapid and continuing advances in technology, shifting labour force demographics and changing public policies are a few of the forces behind the evolution in how industries now do business. As this environment becomes more complex, it becomes more difficult, and more important, for industries to optimize the potential of their human resources. Developing and implementing successful human resource strategies requires cooperation of all stakeholders. SPI brings these sectoral stakeholders together, helps them analyse the human resource challenges facing their industries, and encourages them to develop and implement strategies to remain competitive.

The following objectives have been set for SPI:

- develop effective partnerships in, and with, the private sector;
- improve the relevance of the learning system;
- foster a lifelong learning culture within industry;
- support the mobility of labour across Canada; and
- contribute to Canada's labour market information.

Over the years, SPI has successfully introduced a number of business lines and, with partners, has developed and/or facilitated:

- human resource sector and occupational studies;
- sector councils;
- national occupational analyses and standards;
- essential skills profiles;
- Prior Learning Assessment and Recognition (PLAR) support;
- the National Sectoral Adjustment Service (NSAS);
- skills-enabling initiatives;
- certification and accreditation systems;
- improved career and occupational information products; and

- specialized initiatives aimed at particular occupations, skills or target audiences (e.g., Sectoral Youth Internship).

SPI also encourages the development and integration of employment equity objectives across sectoral initiatives to help all members of the labour market obtain equal access to employment, promotion and training opportunities.

The private sector has responded to the activities proposed under SPI. More than 35 sector studies have been published, over 20 sector councils are operational, and a number of organizations are planning sectoral programs and projects.

Diagnostic Activities

Sector Studies

A human resource sector study brings together employers, employees, unions, academics and government stakeholders to identify a specific industry's current and future human resource development challenges. Sector studies examine all occupations within the sector.

A sector study:

- diagnoses human resource problems in national industry sectors;
- achieves industry-wide consensus on areas for action; and
- helps determine the need for a permanent private sector capacity to implement human resource development strategies.

Because sector studies have a certain “shelf life,” updates to past studies help meet the ongoing labour market information requirements of a sector council or major sector group.

Over 35 of the studies produced to date have been summarized using a common template so issues can be examined across sectors. These sector templates can be found on the Sector Studies Internet site (<http://www.hrdc-drhc.gc.ca/hrdc/hrib/hrpprh/ssd-des/>) or on the HRDC Intranet site (<http://intracom.hq-ac.prv:82/hrdc/hrib/hrp-prh/ssd-des/>).

To order a copy of a sector study, please refer to the order form found at the back of this publication.

Scanning, Data Development and Information Management

One of HRP’s strategic objectives is to facilitate a shared understanding of the changing world of work by providing knowledge and understanding of the labour market. To achieve this goal, there is a need for current, dynamic and value-added information for both internal and external clients and partners.

To do so, HRP is developing targeted sectoral and occupational labour market intelligence (on emerging sectors, apprenticeship and the skills gaps issue, for example) and implementing data development activities (occupational profiles using the 1996 Census, for example) to foster a better understanding of human resource issues and trends across the labour market.

Occupational Studies

Occupational studies develop information for specific, targeted labour markets. They typically draw information from a variety of sources including established surveys, such as the Census and the Labour Force Survey, federal government administrative files, and special surveys and studies often done with industrial or intergovernmental partners. The aim is to form the basis for a labour market strategy. Strategies can involve issues associated with technological change and skill requirements, interprovincial mobility, supply–demand imbalances, and industry co-ordination and co-operation in human resource development. Occupational studies can also assist governmental partners, such as the Canadian Council of Directors of Apprenticeship, by participating in the development of training and related labour market information, survey design and the analysis of survey data.

Partnership Development

Sector Councils

Sector councils are permanent organizations that bring together representatives from business, labour, education and other professional groups in a neutral forum to analyse cooperatively and comprehensively, and address sector-wide human resource issues determined through consensus with all key stakeholders. A sector council is often formed to develop and implement strategies based on the recommendations made in a sector study.

Sector councils perform three broad functions: studying current and projected human resource challenges, identifying solutions, and coordinating and overseeing the implementation of strategies. Specific strategies can include developing occupational standards, certification programs and career information products to attract new entrants. Sector councils work closely with educators, provincial, territorial and federal governments, and other industry and human resource experts.

While councils share the common goal of developing and improving human resources in their sectors, they vary in organizational structure and activities according to the needs and characteristics of the sector. As council agendas and activities are not imposed by the government or by a dominant stakeholder, but are determined through consensus, strong links are forged among participants. HRP assists sector councils by providing information, expertise and startup funding for their operation. Councils are expected to become financially self-sufficient with respect to their administrative costs. There are over 20 sector councils in operation.

National Sectoral Adjustment Service

The National Sectoral Adjustment Service (NSAS) encourages labour and management groups to work together on human resource challenges involving broad structural changes within an industrial or occupational sector to:

- identify trends related to human resource supply, demand, recruitment and training;

- plan comprehensive human resource development activities related to recruitment, employment equity or labour market adjustment; and
- prepare for major initiatives through a scoping and planning exercise.

Implementation

Occupational Information

Occupations in the Canadian labour market are described and organized according to the structure of the National Occupational Classification (NOC). This framework is used for the collection and analysis of occupational statistics on labour market activity. The statistical information is translated or transmitted as labour market information. The occupational content information is used by researchers, human resource planners, educators, immigration specialists, career planning specialists, career counsellors and developers of career information products, among others. HRP helps sectoral partners collect and use labour market information by scanning the economy for emerging trends, collecting information through surveys and other studies, and performing initial analyses. Occupational information organized according to the NOC provides a context for understanding labour market information and the relationships among occupations. HRP presents information on occupations in a variety of formats including the NOC reference publication, Index of Titles, the NOC electronic system, the Career Handbook for career counsellors and the Internet-based

Electronic Labour Exchange (ELE). By providing occupational information to sectors and individuals, Canadians are able to make informed decisions regarding the supply of, and demand for, occupational skills.

National Occupational Analyses and Standards

National occupational analyses and standards help Canadians identify the skills they need to succeed in a particular occupation in the labour market. By describing these skills and the knowledge required to perform competently in the workplace, occupational analyses and standards help companies and individuals plan their skills development and maintain competencies.

Specific occupational standards are developed by employers and employees working together through a standards development committee which selects a small group of occupational practitioners and a facilitator to develop an occupational analysis. The draft report of the analysis is then validated nationally and becomes an occupational standard when it is endorsed by industry. Sectoral partners often identify the need to develop and implement occupational standards as a result of a human resource sector study.

Occupational analyses and standards can help industries:

- assess the current capabilities of their work forces;
- determine educational, training and recruitment needs and priorities; and
- communicate these needs to educators, trainers who design and use curricula, and individuals considering entering the sector.

National occupational standards increase the competitiveness of Canadian industries by facilitating:

- the recruitment, development and maintenance of skilled work forces;
- improvements in effectiveness and efficiency of human resource development strategies; and
- labour mobility within Canada.

National occupational analyses and standards can help Canadians make and implement better human resource development decisions. To order a copy of an occupational standard, or the National Occupational Analyses and Standards Kit, please refer to the order form found at the back of this publication.

Red Seal National Occupational Analyses and Interprovincial Examinations

The Red Seal Program was established to provide greater mobility across Canada for skilled workers. Apprentices who have completed their training and certified journeypersons are able to obtain a Red Seal endorsement on their certificate of qualification. To do so, they must successfully complete an interprovincial standards examination. The program encourages standardization of provincial and territorial apprenticeship training and certification programs. The Red Seal allows qualified tradespeople to work in any province or territory in Canada where the trade is designated, without having to write further examinations. To date, there are 44 trades included in the Red Seal Program.

Prior Learning Assessment and Recognition

Prior Learning Assessment and Recognition (PLAR) involves the identification, documentation, assessment and recognition of competencies (skills, knowledge and abilities) that have been acquired through formal or informal learning. Informal learning can include work experience, unrecognized training, independent study, volunteer activity, travel or hobbies. The premise behind PLAR is that what a person knows and can do is more important than when, where or how a person acquired her or his learning.

PLAR reduces the duplication of training, and decreases training costs and duration. It also minimizes the possibility that the introduction of an occupational certification could create unwanted barriers for those employed in those occupations.

HRP supports PLAR by providing expertise to sectoral partners. As well, it supports the Canadian Labour Force Development Board's activities in PLAR, including a major conference, the National Forum on PLAR.

Essential Skills

Essential skills are used in virtually all occupational areas and in a wide range of daily activities. They include: reading, writing, using documents and computers, numeracy, problem solving, planning and organizing, oral communication, working with others and continuous learning skills.

HRP is producing profiles of essential skills that describe how these skills are actually used in a particular occupation. These profiles will be published for all lower-skill, entry-level occupations in Canada and will also be part of each national occupational standard. Profiles are posted on the Essential Skills Web site (<http://hrdc-drhc.gc.ca/hrib/hrp-prh/skills>) as they are completed. This site also offers a reader's guide explaining all the measurement scales referred to in the occupational profiles.

HRDC is developing tools to assess the current level of proficiency of a particular work force. Comparing the essential skills profiles to the proficiency assessments enables sectoral partners to determine the extent to which essential skills training is needed in that sector. The information contained in the profiles can then be used to increase the effectiveness of essential skills training.

As essential skills provide the foundation for learning more specific occupational skills, addressing deficiencies in essential skills helps industries maximize the value of more specific occupational training. The published profiles provide partners with a "common language" to talk about skills and, as a guide, the profiles help coordinate the supply and demand for skills training programs. Providing effective essential skills training and workplaces that support the maintenance and development of these skills are key to developing the competencies, the potential and the flexibility of work forces.

Youth Initiatives

HRP collaborates with business, labour, industry, not-for-profit organizations, communities and other levels of government to help young people get the experience, knowledge, skills and information they need to prepare for, and participate in, the world of work. This initiative supports the creation of structured school-to-work transition models based on real employer needs. HRP's approach is preventative, concentrating on building stronger linkages between industry and educators and trainers to smooth the transition into the labour market — especially in emerging and growth areas of the economy such as the scientific and technology sectors. Demonstration projects contribute to the mobility of the Canadian labour force by providing youth with transferable knowledge and skills based on national occupational standards.

HRP and its partners support these initiatives with the development of labour market information designed to aid young people in making decisions about their education, careers and job searches.

This initiative is under review.

Skills Enabling Activities

To enable the private sector to deal with changing work force knowledge and skills requirements, SPI provides cost-shared support for activities which help industries build the capacity to solve current skills adjustment problems and plan for future needs. These initiatives help sectors build the structures and

tools they require to adjust the characteristics of their labour forces to match their needs.

This is particularly important in sectors facing significant technological change. SPI's support is a key investment in the Canadian work force. By promoting and supporting lifelong learning, SPI encourages sectors and individual workers to solve current challenges and anticipate future knowledge and skill gaps. In doing so, they protect jobs.

This initiative is under review and will be redeveloped.

Career Information Delivery

Career information is designed to help Canadians gain a better understanding of existing career opportunities in the labour market, and is presented in accessible formats with more individually oriented information. This labour market information is based on the descriptions and classifications provided by occupational information. A wide range of career information products is available from HRP, and still more products are under development. Examples include brochures, booklets, games, software and videos. These products are designed to help people:

- explore their professional interests and abilities, and the various career options available in the labour market;
- decide what priorities to set and opportunities to pursue;
- plan for attaining the required education, training and experience; and
- act on these strategic plans.

As a complement to the activities supported by SPI, HRP has launched a number of career development initiatives. Building on established career development tools and projects, specific initiatives tailored to the needs of individual sectors have been started with several sector councils. The emphasis is in areas such as career planning issues, public understanding of the sector, technological impact on the sector, and relevant labour market and skills development information. Career information initiatives will be targeted to current workers requiring redirection, future workers, students, parents, counsellors and educators. In addition, the Canadian Careers Consortium has been established to develop non-sector-specific projects that meet the career information needs of Canadians. This consortium will allow HRP to work in partnership with the Canadian Labour Force Development Board (CLFDB), the sector councils and the Canada Career Information Partnerships.

More information on career information products can be found on the Occupational and Career Development Web site (<http://www.hrdc-drhc.gc.ca/career-carriere>).

Industries

Aboriginal Construction

Definition of Sector:

The construction sector includes:

- residential home building and renovation;
- industrial/commercial/institutional construction; and
- related skilled trades.

The skilled tradespeople in this sector also work in other industry sectors such as manufacturing, mining and forestry. Most trades in the construction industry have national occupational standards, interprovincial examinations and certification under the Interprovincial Standards Program.

There has been, and continues to be, a growing investment in commercial projects within and near First Peoples communities. It is expected that commercial projects and residential construction will require highly skilled workers and competitive companies to build, renovate, retrofit and sustain these investments.

Issues:

While First Peoples communities benefit from work done in construction in general, the industry does not always respond to the unique difficulties that the Aboriginal construction sector faces. These challenges include operating in an environment characterized by:

- the growing capacity and interest of First Peoples' governments to exercise greater control over their labour force, economies and territories;

- the acceleration and impact of land settlements on the construction needs of communities;
- the younger age profile of First Peoples compared to Canada as a whole;
- the implications of anticipated new capital investments into community and commercial ventures;
- the need for improved/expanded management and administrative skills by First Peoples; and
- the changing technology and the new processes for applying/ installing new or improved products and materials.

Activities:

The Aboriginal Construction National Steering Committee held two meetings, in January and March 1997, at which it concluded that an assessment of First Peoples' skill requirements in the construction industries was highly desirable, necessary and feasible. A third meeting was held in December 1997 to plan and prepare for undertaking a First Peoples' construction labour market analysis.

Status:

The Aboriginal Construction National Steering Committee is proposing to undertake an assessment of First Peoples' skill requirements and opportunities in the construction industries.

Participants/Key Players:

- Assembly of First Nations
- Canada Mortgage and Housing Corporation
- Canadian Home Builders Association

- Confederacy of Mainland MicMacs
- International Brotherhood of Electrical Workers
- International Union of Bricklayers and Allied Craftworkers
- Inuit Tapirisat of Canada
- Métis National Council
- Ontario First Nations Technical Resource Unit
- Saskatchewan Indian Housing Commission
- United Association of Apprentices and Journeymen Pipe Trades Training Centre
- Vancouver Island Regional Métis Management Association

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Aboriginal Economic Development Officers

Definition of Sector:

The Council for the Advancement of Native Development Officers (CANDO) is a professional development association which works with, and for, economic development officers (EDOs) serving Indian, Inuit and Métis communities. CANDO was established in 1990 to provide support to EDOs to strengthen Aboriginal economies across Canada.

Issues:

In 1993, CANDO completed a training needs assessment for the Royal Commission on Aboriginal Peoples. It identified the need to develop, implement and test a certification program for economic development officers working in Aboriginal communities and economic and financial institutions.

Activities:

A national occupational standard for the occupation of Aboriginal economic development officer was completed in 1996. As a follow-up to the standards development work, CANDO entered into a two-year agreement with HRDC to develop a certification process for Aboriginal EDOs. The objectives are to:

- research and develop a certification process based on the occupational standard for Aboriginal EDOs that raises skill and knowledge levels as well as credibility within their community;
- develop a strategy that will promote and secure the buy-in of industry (corporate sector and band leaders), EDOs and academics to a certification process for EDOs;
- research and develop a PLAR process and a distance learning component which can be incorporated into the certification process; and
- identify gaps in existing curricula and develop a course on ethics.

Status:

A PLAR process has been developed that assesses an EDO's existing skill and knowledge levels, and grants credit toward community economic development (CED) certification for skills and knowledge gained through means other than formal education. This process includes a learner's guide and a sample prior learning assessment portfolio. Assessor training will be provided to certification committee members at a later date.

A CED program guide has been developed that provides a history of the CED program and lists all the program requirements. A CED brochure has also been developed for larger distribution.

The Journal of Aboriginal Economic Development will be published in the spring of 1998. The journal will serve to keep EDOs and students of economic development informed of new initiatives in the field and innovative practices in communities across the country. It will also be used with other course materials to teach classes geared toward EDO certification and to promote the certification program.

A home page on the CANDO Web site to promote the certification program and to provide access to information about post-secondary institutions delivering the program is under development.

A policy that will accredit post-secondary institutions that offer programs that match the CED requirements has been developed. Several institutions are now undergoing the accreditation process. A fee structure and tracking system for participants of the certification process have been developed.

Future Developments:

To ensure that the CED program fulfills its two underlying premises of accessibility and credibility, the "Accreditation Standards and Procedures" policy document was developed. It provides a framework for the institutional accreditation of those delivering CED programs. The number of institutions participating in this process will be increased to ensure that training opportunities are available in all regions of Canada. CANDO will also conduct research into how best to offer the program to those living in remote parts of the country.

A CED professional development course will address the ethical and professional issues that EDOs face at work. The course is a requirement of CED certification and will be ready for delivery in the fall of 1998.

Participants/Key Players:

- CANDO, including both employers (tribal council representatives) and employees (economic development officers)
- Educational institutions with Native studies programs
- Private-sector corporations involved in development on or near Aboriginal lands

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Aboriginal Sector

Definition of Sector:

The Canadian Aboriginal sector encompasses over 800,000 First Nations, Inuit and Métis people, 56 percent of whom are under the age of 24. They live and work in four distinct Aboriginal economies:

- territorial north;
- provincial north;
- southern rural; and
- urban.

Typically, within First Peoples' communities, the unemployment rate is double to triple that in comparable non-Aboriginal communities.

Issues:

In its final report, the Royal Commission on Aboriginal Peoples (RCAP) found that, due to the inequality that has characterized the relationship between Aboriginal and non-Aboriginal people over many decades as well as the demographics of Aboriginal population growth, some 307,400 jobs need to be created

between 1991 and 2016 if Aboriginal people in Canada are to be employed at the same level as non-Aboriginal Canadians.

RCAP identified a number of barriers Aboriginal people face in securing employment and in developing their human resources.

- **Expanding Available Jobs.** By far the largest perceived barrier to employment is the lack of available jobs.
- **Education and Training.** A mismatch is perceived to exist between a person's education/training qualifications and available jobs.
- **Improve Information Networks.** Even if sufficient jobs are created and qualified Aboriginal people are available to take them, there still remains the problem of making the connection between the two.
- **Employment Equity and Agreements with Major Employers.** "Being Aboriginal" was an important barrier cited by respondents to the Aboriginal Peoples Survey.
- **Child Care.** This includes shortages in child care spaces, culturally inappropriate services, culturally insensitive provincial and territorial regulations, and the lack of trained child care workers.

Activities:

As a part of the HRDC response to RCAP, the Minister announced the creation of the Aboriginal Human Resources Development Council (AHRDC) on January 23, 1998, in Regina, Saskatchewan. Subsequently, a working group was formed to establish the Council. Meeting three times in the winter and spring, this working group has prepared a draft vision, mandate, structure and a series of recommendations for the AHRDC. Once established, the Council will be in a position to undertake activities to address the challenges facing the Aboriginal sector.

Status:

It is expected that the Council will be fully formed, with an executive director and a secretariat in place, in the fall of 1998.

Participants/Key Players:

- Assembly of First Nations
- Bank of Montreal
- Congress of Aboriginal Peoples
- Extendicare Inc.
- Inuit Tapirisat of Canada
- Meadow Lake Tribal Council
- Métis National Council
- Native Women's Association of Canada
- Nova Corporation
- Saskatchewan Wheat Pool
- Syncrude Canada Ltd.
- Weldwood of Canada Ltd.

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Advanced Manufacturing Technology

Definition of the Sector:

The Advanced Manufacturing Technology (AMT) sector includes those manufacturers using new manufacturing techniques and machines combined with the application of information technology, micro-electronics and new organizational practices.

Issues:

Challenges facing this sector include:

- shortages of workers in some occupations;
- the changing skill requirements of workers; and
- the need for change in the educational infrastructure to keep pace with the sector.

Activities:

The purpose of this project is to undertake an analysis of the feasibility of a strategic human resources analysis (or sector study) of the AMT sector. The project will include identification of existing information about human resources in AMT, current initiatives being undertaken which relate to human resource problems and options for future sector-wide action such as an HRDC-facilitated study. It is anticipated that this work will provide the AMT sector, Industry Canada and HRDC with the necessary information to assist in directing further research or action.

Participants/Key Players:

A small steering committee of industry representatives plus representatives of Industry Canada, HRDC and the Ontario Ministry of Economic Development, Trade and Tourism has been formed.

Industry representatives include:

- Alliance of Manufacturers and Exporters of Canada
- Canadian Plastics Industry Association (Ontario)
- High Performance Manufacturing Consortium
- Machinery and Equipment Manufacturers Association of Canada
- Manufacturing and Materials Ontario

The ARA Consulting Group Inc. has been hired as the consultant for this project.

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Aerospace (Manufacturing)

Definition of Sector:

The aerospace manufacturing industry includes:

- firms that engage in the integrated design, development, manufacturing and marketing of complete aircraft and propulsion systems;
- firms that specialize in the manufacturing of major aircraft components such as navigation and communication systems, avionics and aircraft subassemblies; and
- subcontractors whose primary activity consists of supplying goods and services to the manufacturers of aircraft parts and components.

This industrial sector also includes parts of other industries, such as transportation equipment, other instruments and related products, and other communication and electronic equipment. In 1996, Industry Canada reported that the sector employed about 40,000 workers in 200 plants with \$5 billion to \$6 billion in annual business.

Issues:

The aerospace manufacturing industry is facing:

- a shift away from military markets toward the more competitive civilian markets;
- increased cost competition;
- a need to be on the leading edge of technology and innovative production processes;
- a need to improve organizational practices;

- a need to improve managerial culture and practices; and
- a need to increase shopfloor skills.

Activities:

The National Aerospace Human Resource Committee, a labour–management group, was established to assess the human resource issues facing the industry and to recommend means of addressing them.

Status:

The National Aerospace Human Resource Committee, in consultation with other industry stakeholders, evaluated the possibility of developing projects within the realm of the Sectoral Partnerships Initiatives program. This agreement ended in 1997 but has not led to further activity.

Participants/Key Players:

- Aerospace Industries Association of Canada
- Canadian Auto Workers Union
- International Association of Machinists and Aerospace Workers

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Agriculture-Horticulture

Definition of Sector:

The Canadian horticultural sector comprises many different edible and non-edible crops grown in different regions. The industry includes growers of greenhouse vegetables and flowers, nursery products, mushrooms, potatoes, field vegetables, fruit and landscapers. More than 20,000 small business farms operate in horticulture and employ — both full time and part time — more than 100,000 individuals. More than 35 percent of these jobs are held by people under the age of 24. According to the Human Resource Issues and Opportunities National Report on Horticulture, there are about 2,000 to 3,000 jobs created in the sector each year. Subsectors include:

- floriculture and nursery;
- field vegetables;
- potatoes;
- fruits; and
- mushrooms.

Issues:

The horticulture sector is facing:

- increased competitiveness due to globalization;
- an expanding range of products, services and processes due to technological innovations and changing consumer demand; and
- the need for increased worker recruitment and retention.

As a result, the following key human resource needs have been identified:

- develop national occupational standards;
- upgrade the skills of the work force; and
- increase career information and awareness of career opportunities among youth.

Activities:

Several sectoral youth internships (SYIs) were run in 1996-97 to attract new workers to the industry. These projects included:

- a prairie horticultural internship program for recent high school graduates entering careers in the greenhouse and nursery sectors;
- a work and learn program in British Columbia with the tree fruit and greenhouse sectors for recent high school graduates and youth receiving social assistance benefits;
- a program for physically and mentally challenged youth in Quebec, through which 10 such youths have found full-time employment;
- a youth career orientation program in southwestern Ontario involving the landscape industry after which all 44 graduates found employment; and
- a youth initiative in Atlantic Canada involving the landscape industry which has been designed to teach basic landscaping techniques and emphasize hands-on work.

The Horticultural Human Resource Council (HHRC) has received funding from the Canadian Farm Business Council for the adaptation of the Farm Employers Handbook. This publication was originally intended for BC employers but is now being adapted for national use.

A needs assessment and curriculum development project for a boiler operator's training program specifically geared to the needs of the horticultural industry was implemented in British Columbia. The BC Regional Council is awaiting approval from the Ministry of Municipal Affairs before proceeding with a pilot training workshop for farm employees.

The British Columbia Horticultural Council (BCHC) has received funding for two projects under the Farm Business Management Program. The first is looking at a needs assessment for a horticultural management degree. If successful, the project will eventually lead to a post-secondary program that would combine both horticultural technical skills, and financial and human resource management skills. The second involves developing a payroll software template for employers paying piecework rates.

The BC Ministry of Environment, Lands and Parks is working closely with the BCHC to develop a pesticide post-certification accreditation program for the horticultural industry.

The Prairie Horticultural Council has reached an agreement with the landscape industry to help coordinate the Canadian Nursery Trades Association certification examinations. Certification examinations are scheduled to be held at Olds College in August 1999.

The Ontario Horticultural Council conducted Landscape Ontario skills upgrading seminars over the winter months. The Council has also worked closely with industry representatives and the provincial government to produce employer handbooks and employee manuals, and to develop a three-day course.

The Quebec regional council launched a new youth initiative project in Laval targeted at workers with disabilities. Handbooks and experience gained under the earlier SYI project are being used. The Quebec regional council has also received funding from the Farm Business Management Program for two projects. The first involves the translation and adaptation of a handbook. The second is a study documenting payroll methods in the vegetable and fruit production industry. The Quebec regional council is actively participating with provincial educational institutions in the evaluation of training needs in horticulture and exploring opportunities to develop distance education programs. It has participated with the education ministry in Quebec in the revision of the vocational diploma in field vegetable environmental production.

The Atlantic regional council has completed 10 pesticide certification programs in Prince Edward Island, certifying approximately 300 people. Discussions are under way with Nova Scotia and New Brunswick to hold similar training sessions. Two training programs are being delivered in New Brunswick by the council with funding provided by Canadian Farm Business Management. The first, the five-day Certified Horticultural Advisor Program, was developed using funding from the Strategic Development Fund. The second involves the development of a management training program for the industry.

Status:

First generation sectoral youth internships have been delivered. An evaluation of the sectoral youth internships is being conducted by KPMG. As well, certification examinations are being held for national occupational standards developed for the

landscape industry, and the Farm Employers Handbook was distributed in the fall of 1997.

Future Developments:

- The sector plans to introduce a science and technology internship.
- National occupational standards will be developed for the floriculture and greenhouse subsector.

Participants/Key Players:

- Canadian Mushroom Growers Association
- Canadian Nursery Trades Association
- Fédération interdisciplinaire de l'horticulture ornementale du Québec
- Flowers Canada Alberta Region/F.H. Rabb Greenhouses Ltd.
- Flowers Canada Inc.
- Labour representatives
- Landscape Ontario Horticultural Trades Association
- Manitoba Vegetable Growers Association
- Ontario Fruit and Vegetable Growers Association
- Plants Ltd.
- Syndicat des producteurs en serre

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Aircraft Repair and Service

Definition of Sector:

The aircraft maintenance sector encompasses general aviation, commercial air carriers, rotocraft operations, military aviation and repair and overhaul companies. It includes firms engaged only in aircraft maintenance, as well as divisions of companies in aviation and other aerospace businesses. The industry services, repairs, overhauls, retrofits and remanufactures all types of aircraft and aircraft components. It is first and foremost a national industry (regulated by Transport Canada), but also aligns itself as an important part of the international aviation industry. It is composed of over 1,200 firms and is dominated by a small number of large companies, with over 70 percent of the work force being employed by only 100 of these firms. The sector also includes many smaller enterprises employing less than 10 aviation maintenance technicians. There are about 25,000 employees in the sector — 19,000 in the private sector and 6,000 Department of National Defence personnel.

Issues:

A number of key factors continue to impact the sector:

- deregulation and international competition;
- carrier alliances and open skies;
- periodic shortages of aviation maintenance technicians, combined with the pressures of an aging work force;
- standards and recognition for non-licensed trades;
- uniform instruction and quality assurance for training offerings across Canada;
- professionalism, worker mobility and skills portability issues; and
- the attraction and recruitment of new entrants.

Activities:

The Canadian Aviation Maintenance Council (CAMC) was established in 1992. Its mission is to develop a framework for, and to facilitate the implementation of, a human resources strategy for the aviation maintenance industry. The CAMC has successfully worked to:

- establish minimum standards for specified industry occupations;
- facilitate improved training and retraining programs for the industry;
- establish ongoing mechanisms for industry-wide human resource planning and development; and
- develop effective recruitment and retention strategies for potential entrants and the existing work force.

The development of competency-based national occupational standards for 13 trade occupations was a key element to the

strategy. Now that the standards and training curricula are completed, the CAMC is concentrating efforts on the presentation and implementation of these programs in public and private training organizations across Canada.

The Council's youth internship project continues to offer an orientation to the aviation industry to youth at six sites across Canada. About 450 secondary school students will have participated in the program by the end of the project.

Status:

The CAMC has recently launched a number of new projects in support of the implementation of its industry-wide human resources strategy:

- conducting a needs analysis to investigate the feasibility of developing occupational standards for new industry occupations;
- developing an industry-based electronic job-matching system and linking it to HRDC's Electronic Labour Exchange;
- designing and developing a training module on factors safety as it applies to aviation maintenance;
- creating a national examination question bank to provide training organizations delivering CAMC courses with an appropriate, uniform assessment process; and
- developing a national master teaching plan for technicians repairing and overhauling aircraft gas turbine engines.

Future Developments:

Results from the occupational needs analysis project will determine the CAMC's future involvement in new standards

development work. The Council is exploring the possibility of applying prior learning assessment and essential skills research to its program. In addition, a sector-specific career information project may follow.

Participants/Key Players:

- Aerospace Industries Association of Canada
- Air Transport Association of Canada
- Canadian Aircraft Maintenance Engineers Association
- Canadian Business Aircraft Association
- Department of National Defence
- International Association of Machinists and Aerospace Workers
- National Training Association

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Auto Repair and Service Industry

Definition of Sector:

This sector includes everything that is done to repair and service an automobile after it is sold, i.e., the automotive aftermarket. According to the Case Study Report on the Canadian Automotive Repair and Services (CARS) Council conducted by HRDC in 1995:

- the sector employs over 340,000 workers; and
- there are 35,000 service outlets across the country.

Issues:

The auto repair and service industry is facing:

- a rapid rate of technological change;
- a shortage of auto service technicians and other workers with up-to-date skills; and
- a need for skill standardization.

Activities/Status:

In 1988, the CARS Council was established. Completely industry funded, it has a clear mandate to develop and implement solutions to the industry's human resource and training needs. The CARS Institute was created to assist in the implementation of these solutions.

- The CARS Institute, whose members are auto service technicians, offers benefit plans to its members. Benefits include group insurance, health benefit plans and an annual subscription to a professional development magazine.

- The CARS investment in People (CiIP) program is a partnership between the CARS Council, the CARS Institute and HRDC (which participated in the funding for the first three years) to promote and encourage long-term, multi-year human resource retraining in the automotive repair and service industry. It is in its fifth year and is totally industry funded.
- National occupational standards and/or curriculum for the following occupations have been developed: automotive service technician, service manager/assistant service manager, service advisor, parts counter person.
- Curriculum development is under way for the Emissions Diagnostic Specialist Program. Pilot testing of the light duty gasoline vehicle is completed, and finished materials will be available in June 1998. Alternate fuel and diesel training packages will be available later in 1998.
- CARS has developed and is now implementing a process to accredit 21 automotive training programs delivered by colleges and institutions over the next three years. This will ensure that all automotive training offered by these institutions meets national industry standards. The CARS National Accreditation Board has selected the seven sites to be evaluated for accreditation this year.
- CARS received funding under the Youth Internship Program (YIP) until May 1998. Through YIP, 1,026 youth went through a one-year motive power training program, which included a four-month internship, and qualified for entry-level positions in the industry. Over 80 percent of these youth have gained full-time employment.
- A skills gap and training needs analysis is under way to update a 1988 national human resource study of the automotive repair and service industry. The main objectives are to determine the current and future (three to five years)

training and human resource development needs of the sector, identify the current demographic structure of the industry and the supply/demand gaps expected over the next three to five years and provide an updated perspective on the image of the industry across a number of groups (education industry, current employees, graduates of the apprenticeship system). The study is expected to be completed by December 1998.

- CARS is establishing the CARS Multimedia Development Center to adapt some of its existing training, as well as new programs, to interactive distance learning via the Internet and satellite television. Development is under way and will continue until December 2000.

Future Developments:

- A workplace mentor program is planned. CARS has completed a needs assessment and developed a profile of a mentor. The program is designed to assist industry coaches/mentors gain the skills to train employees on the job.
- CARS is planning to conduct a background analysis and research on the image of the automotive repair and service industry among youth, educators, counsellors, employers, employees and parents. The information will serve as a base for developing career information products.

Participants/Key Players:

- Association of International Automobile Manufacturers of Canada
- Automotive Industries Association of Canada
- Canadian Association of Motive Power Educators

- Canadian Automotive Repair and Service Institute
- Canadian Vehicle Manufacturers Association
- Federation of Automobile Dealers Association of Canada
- National Automotive Trades Association

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Automotive Retailing

Definition of Sector:

For the purposes of the human resource study, three major segments define the automotive retail industry: retail of new vehicles, retail of used vehicles and retail of aftermarket products. The retail of service and repair is also included in the overall definition as it is a part of each segment.

The key functional areas on which the study will focus include owners–operators and other management, reception, service advisors, parts specialists, marketing and merchandising, and finance and insurance.

Issues:

The changing business and technological environment in the automotive retailing industry is having a profound impact on the skills required of the over 350,000 people employed in the industry. In some cases, employees now require skills upgrading and the acquisition of new skills and knowledge. In other cases, there is a need to attract new skill sets and employees to the sector. Training and human resources development are also critical to the human resources equation. Ensuring the quality and relevance of the training programs provided by retailers themselves, the educational system and other training providers will be key to retailers' success in managing and adapting the work force to change. The study will identify and examine these and other key human resource issues facing the industry.

Activities/Status:

Recognizing the impact of emerging business and technological trends on the automotive retailing industry's work force, the Retail Committee of the Automotive Advisory Committee to the federal government recommended that a human resource study of the industry be undertaken. As a result, support for a study that would involve government and the automotive retailing industry and its employees was sought and received from HRDC. The purpose of the study is to provide a thorough diagnosis of the human resource issues and challenges facing

the automotive retailing sector and to make recommendations that would serve as the basis for action by the industry.

The study is divided into two phases, with the second phase building on the results of the first. Phase I will provide an understanding of the automotive retailing industry's current and future business and technological environment, as well as a description of the skills and training requirements that will be required over the next five years. Phase II will present a consolidated view of the human resource issues and challenges, and propose the necessary action to address these challenges.

A steering committee composed of industry representatives from management/business, employees/labour, colleges, universities, associations, and federal and provincial governments will oversee and direct the study. A project manager has been recruited to manage the daily administrative requirements of the steering committee and to work with the consulting team. TCI Convergence Limited has been selected to undertake the research work which will proceed over the next 10 months. The first steering committee meeting was held in April 1998.

Future Developments:

A number of methodologies will be employed as part of the research work for the study, and they will be undertaken over the next 10 months. They include: an in-depth review of existing industry data and literature, individual interviews with key industry personnel, a survey involving over 9,000 establishments, comparative analyses with other countries, focus groups, case studies and workshops. The study is expected to be completed by January 1999.

Participants/Key Players:

- Association des marchands de véhicules d'occasion du Québec inc.
- Association of International Automobile Manufacturers of Canada
- Auto Centre Plus
- Automotive Industries Association of Canada
- Canadian Association of Japanese Automobile Dealers
- Canadian Association of Motive Power Educators
- Canadian Automobile Dealers Association
- Canadian Automotive Institute – Georgian College
- Canadian Tire Corporation
- Canadian Vehicle Manufacturers' Association
- Car Connection
- CARS Council
- CARS FOR LESS
- Comité sectoriel de main-d'œuvre de l'industrie des services automobiles
- Conseil provincial des comités paritaires de l'industrie de l'automobile
- Ideal Supply Company Limited
- Industry Canada
- Ministry of Economic Development, Trade & Tourism Ontario
- O'Regan Lexus Toyota
- Sears Canada Inc.
- Suzuki & Grove Rentals & Licensing
- Toyota, Mazda, GM dealers
- Turpin Group
- Twinn Motors Ltd.
- University of Windsor
- Used Car Dealers Association of Ontario

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Biotechnology

Definition of Sector:

More than 700 organizations in Canada are involved, directly and indirectly, in biotechnology — 500 of which are private and public companies. These organizations employ over 26,000 biotechnology staff, with a total personnel of 114,300. Although often referred to as an industry, biotechnology is also recognized as an enabling technology underlying or causing transformation in many sectors of the economy, such as agriculture and food, pharmaceuticals, environmental management, health and aquaculture. Ernst & Young has estimated that there are 224 “core” firms in the sector (i.e., those whose business is wholly or substantially related to biotechnology), which employ about 11,000 people and generate \$1.14 billion in revenues.

Issues:

Globally, the biotechnology industry is in a dynamic state of development, shaped by four factors:

- the growing importance of alliances between biotechnology companies and the companies that use their technologies and products in industries such as pharmaceuticals,

- agriculture and food, chemicals, environmental remediation and waste disposal, pulp and paper, and others;
- the changing nature of biotechnology research, which is evolving from a technology focus to a product focus, and is broadening and becoming much more disciplinary (e.g., molecular biology, molecular pharmacology and bioinformatics);
 - the changing focus of biotechnology companies, from wide-ranging research, development, and commercialization efforts to specialization, rationalization and consolidation around company strengths; and
 - the increasing importance of human resources in the success of biotech companies.

Activities/Status:

A human resources sector study was published in May 1996. The steering committee members strongly recommended setting up a human resource council for the industry, hence the BIOTECanada Human Resources Council (BHRC) was established. The BHRC was created in April 1997 and is in its second year of development. In co-operation with all stakeholders, the BHRC assists the biotechnology sector in developing training programs and retaining a highly skilled work force to allow the sector to grow and increase its international competitiveness. A memorandum of agreement with the national industry association (BIOTECanada) endorses the support from the biotechnology industry in Canada.

The BHRC began the development of a strategic business plan. The cornerstone of this business plan is the creation of five key “business areas” under which all current BHRC activities and projects fall. Each business area will be overseen and managed by the BHRC.

Task Force:

- skills development;
- labour market research;
- standards/certification;
- career development; and
- strategic immigration.

Future Development:

- national workplace skills development program;
- biotechnology career reference guide;
- multimedia kit for youth;
- on-line national labour market information program;
- Fast Track Immigration Pilot Program;
- assessment of post-secondary biotechnology-related programs;
- on-line employment service; and
- understanding biotech programs for non-scientific professionals.

Participants/Key Players:

The following organizations are represented on the BHRC Board of Directors:

- AgWest Biotech
- Allelix Biopharmaceuticals Inc.
- BioAtlantech
- BioCapital
- BIONova
- BIOTECCanada
- British Columbia Institute of Technology

- Clay Switzer Consulting
- Haemacure
- Imutec Pharma
- Inex Pharmaceuticals
- JanDen Management Inc.
- KPMG
- Milestone Medical Corporation
- Royal Bank Knowledge-Based Industries
- University of Manitoba, Foods & Nutrition

The BHRC works in close partnership with the industry, the Government of Canada, academia and the biotechnology community in all provinces of Canada.

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Canadian Council of Human Resources Associations

Definition of Sector:

Historically in Canada, there has been no generally accepted understanding of what a human resources (HR) professional ought to be able to do for an employer or client. As a consequence, there has been a lack of consistency or standards in all aspects of this industry.

The Canadian Council of Human Resources Associations (CCHRA) was established in September 1994, as a national umbrella organization, linking Canada's provincial HR associations with major associations representing specialist and sectoral HR professionals. In partnership with HRDC, the CCHRA undertook a three-year project to develop the Human Resources Practitioners Capabilities Profile. This project is intended to create national occupational standards for HR practitioners which will be performance or outcome based.

Issues:

- HR education and training has been criticized for lacking focus and for not being outcomes focused.
- It has been difficult for HR professionals to gain credibility in their client organizations since the broad scope and unique features of the HR areas of practice have not been well understood in organizations.
- Human capital issues are too often subordinated to other areas of business focus. Lacking professional HR support,

organizations often become committed to sub-optimal courses of action.

Activities:

In Phase I, the CCHRA developed an HR model to address the identified needs of Canadian HR professionals. Changing expectations will be more readily achieved by establishing valid, comprehensive national standards and by promoting programs and mechanisms aimed at professional upgrading and at keeping HR professionals current.

There were three major activities in Phase I:

- Ten focus groups were held across Canada between November 1997 and April 1998. Participants included the community at large, chief executive officers, senior executives, HR practitioners and representatives of the educational sectors. In total, 191 participants provided feedback on the validity of the proposed model.
- An essential skills profile was developed and will be ratified in June 1998.
- Models for the assessment standards and the required professional capabilities (RPC) were developed. RPC serves as a framework for developing a new outcome-oriented, assessment approach. The CCHRA plans to introduce this new process in the spring of 1999. In conjunction with its new certification process, this process will become the model for establishing a national professional designation.

Status:

Increased quality and variety of HR services are expected from fewer HR practitioners in an organization. As a result, HR professionals now require capabilities that are broader (ranging across more functional areas) and deeper (requiring a greater amount of knowledge, skill and performance within an area). The emerging “generalist” role means today’s HR professional should have basic capabilities in all relevant areas and an understanding of what various standards of performance look like in each. There has been little help for the Canadian HR professional in articulating the required capabilities or levels of acceptable performance. At the same time, rapidly changing HR technologies and approaches in several of the HR areas (e.g., human resources management systems, competency-based systems), demand that the HR professional remain up to date.

Future Developments:

The National Competency Project will create the means and mechanisms essential to accomplish these objectives. The next phase will develop assessment standards. Also, the required professional capabilities will be expanded to serve as a framework for a new outcome-oriented assessment approach. The new process, planned for introduction in the spring of 1999, will become the model for establishing a national professional designation process.

Participants/Key Players:

- Canadian Council of Human Resources Management Associations
- Human Resources Development Canada
- Private sector human resource firms
- Provincial human resource associations
- Public and private sector academic institutions

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Definition of Sector:

Child care includes all forms of paid, nonparental child care provided while parents work or study.

Issues:

The child care work force is characterized by the variety of settings in which child care is provided, and includes day care centres, nursery schools and family homes. Of the 330,000 (paid) child care providers in Canada, the majority are female and self-employed; others are employed by parents or organizations that provide child care.

- **Work Environment Challenges.** The biggest challenges have to do with pay, benefit levels and working conditions. The incomes of all caregivers are low by any standard, and most do not receive paid benefits such as sick leave, retirement and pension plans, and medical benefits. Caregivers work long hours, some are excluded from employment standards, and they face higher than average risks of physical injuries, infectious illness and stress. All of this contributes to high turnover.
- **Training and Skills Development Challenges.** Educational requirements in child care centres vary and are inconsistent among provinces. Caregivers in home-based child care need and want more training and educational opportunities specifically designed for them. Participation in early childhood education (ECE) programs is difficult because of limited recognition of credits among institutions either within, or

across, jurisdictions. Access to quality training opportunities continues to be an obstacle, particularly for those who live in isolated and rural communities.

- **Recognition Challenges.** Many caregivers want a professional framework that will recognize and value education credentials and experience, and that is inclusive of all members of the child care work force. Many child care organizations are active in exploring and implementing mechanisms to promote quality child care, such as codes of ethics, standards of practice, training, and certification and accreditation processes, but much more is needed.

Activities:

An in-depth sector study was completed and released in May 1998. The study, *Our Child Care Workforce: From Recognition to Remuneration*, examines the child care work force, its wages, benefit levels, working conditions, training and career opportunities in a full range of settings from child care centres and nursery schools to home-based care.

In parallel with this broad study of human resource issues, a complementary data collection effort was undertaken to obtain baseline labour market information on unregulated caregivers — a group on which virtually no quantitative information existed.

Status:

The steering committee that directed the study has appointed a smaller sub-group to oversee implementation of the recommendations from the study aimed at the sector itself. This

group will be developing an action plan in consultation with HRDC and the broader child care community.

A report summarizing the results of the survey of unregulated caregivers is expected to be released in the fall of 1998.

Participants/Key Players:

- Canadian Association of Family Resource Programs
- Canadian Child Care Federation
- Canadian Labour Congress
- CAW Community Child Care and Development Services
- Child Care Advocacy Association of Canada
- Child Care Connection, Nova Scotia
- Child Care Resource and Research Unit
- Collège Édouard Montpetit
- College of the North Atlantic
- Confédération des syndicats nationaux
- Early Childhood Development Association of PEI
- Early Childhood Educators of British Columbia
- Early Childhood Professional Association of Alberta
- Educational Institutions
- Home Child Care Association of Ontario
- Manitoba Child Care Association
- National Coalition for Rural Child Care, Manitoba
- Ontario Network of Home Child Care Provider Groups
- Saskatchewan Child Care Association Inc.
- ShortTerm Child Care
- Specialink The National Child Care Inclusion Network
- Vancouver Community College (VCC)
- Westcoast Child Care Resource Centre
- Western Canada Family Day Care Association of British Columbia
- Yukon Child Care Association

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Construction

Definition of Sector:

The construction sector includes:

- residential home building and renovation;
- industrial/commercial/institutional construction; and
- related skilled trades.

The skilled tradespeople work in other industry sectors such as manufacturing, mining and forestry. The sector employs about 800,000 workers.

Issues:

The construction sector is facing:

- technological advancements;
- a low rate of economic growth;
- changes in international and domestic markets; and
- changing organization and activities of firms engaged in construction.

Most trades comprising the construction industry have national occupational standards, interprovincial examinations and certification under the Interprovincial Standards (Red Seal) Program. Three key human resource issues in the sector focus on the need to:

- revise and/or develop national occupational and training standards;
- prepare construction workers for technological and innovation changes; and
- better prepare workers for the current and anticipated labour market.

Activities:

Sectoral associations and partnership groups have conducted a wide range of human resource activities. The construction work force has traditionally achieved its occupational/trade status largely through on-the-job training rather than through formal education. To address the needs of the sector, the industry and HRDC have established an agreement intended to increase skills documentation and facilitate career development in the construction sector. A comprehensive analysis of the construction labour market is being undertaken. When fully operational, it will consist of up to 16 human resource studies, each intended to provide an overview of the trade groups found in each of the major areas of construction. On completion, the studies will provide a comprehensive analysis of the state of the sector's human resources.

Work is under way, or is complete, on human resource studies directed by the following partners:

- the Assembly of First Nations, the Métis National Council, the Inuit Tapirisat of Canada, the Canadian Home Builders' Association, the International Brotherhood of Electrical Workers and the United Brotherhood of Carpenters and Joiners of America (preliminary planning agreement to determine consensus for conducting a First Peoples construction labour market analysis);
- the Canadian Operating Engineers Joint Apprenticeship and Training Council (completed);
- the International Association of Bridge, Structural and Ornamental Iron Workers, and the Iron Working Contractor Associations (completed);
- International Brotherhood of Boilermakers and the Boilermaker Contractors' Association of Canada;
- International Brotherhood of Electrical Workers and the Canadian Electrical Contractors Association (completed);
- International Brotherhood of Painters and Allied Trades and National Painting Contractors;
- International Union of Bricklayers and Allied Craftworkers, and the Canadian Masonry Contractors Association;
- Labourers International Union of North America and the Canadian Construction Association (completed);
- Millwright District Council of Ontario (including national millwright representatives) and national millwrighting contractors;
- National Floor Covering Association, and the United Brotherhood of Carpenters and Joiners of America;
- Operative Plasterers' and Cement Masons' International Association, and the Canadian Construction Association;
- Sheet Metal Workers International Association, and Sheet Metal and Air Handling Group of Ontario;
- United Association of Plumbers and Pipefitters, and the Mechanical Contractors Association of Canada (completed); and

- United Brotherhood of Carpenters and Joiners of America and the Canadian Construction Association.

Discussions have been undertaken with the remaining groups:

- masonry trades;
- painters;
- teamsters (construction);
- insulation installers; and
- elevator mechanics.

Other groups may be included, and decisions about the potential for collaborative efforts in some initiatives have yet to be determined.

Status:

A number of initiatives are under way in the sector.

- **Study of Underground Employment.** A study of underground employment in the construction industry, initiated at the request of employer and union representatives, aims to:
 - provide a comprehensive overview of the types of underground activities, the mechanisms by which these activities occur and weaknesses in the current system that contribute to the problem;
 - characterize the types of firms and individuals most likely to be engaged in these activities;
 - assess the implications of underground employment on the work force and the industry;
 - document factors that drive the supply and demand for underground work arrangements; and

- make specific recommendations to industry employers and employees, unions and governments of ways to reduce the level of unreported construction employment.

Government representatives on the working group include HRDC, Revenue Canada, the Department of Finance, Industry Canada, Canada Mortgage and Housing Corporation, and Statistics Canada. The construction sector is represented by the Canadian Construction Association, Canadian Home Builders' Association, Interior Systems Contractors Association and the AFL-CIO Building Trades Department. The joint industry–government working group has completed its work, and the draft of a final report may soon be circulated to the industry for validation.

- Canadian Home Builders' Association. With the Canadian Home Builders' Association, occupational validation was completed and training established for career path models within the residential construction industry. The development of a renovation industry framework has been completed, with emphasis on describing the environment for industry, renovators and consumers, and for education and training. Also, a communications strategy and action plan for increasing professionalism within the homebuilding and renovation industry have been developed. A national supply and demand study was completed to identify target business areas and to foster the self-reliance of Aboriginal Canadians within the construction sector. Attracting new entrants and the development of an occupational analysis for positions within the residential sector are being investigated.

- Canadian Construction Association. The Canadian Construction Association created its Gold Seal Program to certify project managers, superintendents and estimators for the general, mechanical and electrical divisions of the construction sector. Similar work is under way for the specialty trade and heavy construction—road building sectors of the industry.
- Boilermakers. Funding was used to validate the boilermaker national Red Seal occupational standard and to develop a national course outline. A training outline/curriculum is being finalized and has been pilot-tested at two established training sites.
- Interprovincial Standards Red Seal Program. The Canadian Council of Directors of Apprenticeship, the organization that manages the Red Seal Program, is seriously exploring the possibility of developing national common core curricula for Red Seal trades. These projects would require the participation of National Sectoral Adjustment Service (NSAS) committees.

Provincial/territorial apprenticeship officials and NSAS committees are working more closely in the development of national standards for Red Seal trades.

In 1996-97, the NSAS committee for the carpentry craft participated in updating the carpenter Red Seal national occupational analysis.

Also in 1996-97, a number of national industry groups including the carpentry, piping, ironworkers, boilermakers, sheet metal and operating engineers NSAS committees, were

invited by provincial and territorial apprenticeship officials to participate in the development of tables of specifications or item banks for the Interprovincial Computerized Examination Management System (ICEMS) for Red Seal trades. Similar initiatives in other Red Seal trades are planned for 1997-98.

- Other Construction Activities. Other activities undertaken by construction NSAS committees include:
 - the creation of national systems to evaluate and deliver post-trade training;
 - the development of occupational analyses of regulated and non-regulated trades;
 - the production of guidelines for private sector occupational analysis validation; and
 - the creation of the Canadian Environmental Workers Training Institute.

Future Developments:

In 1998-99, national occupational analyses will be developed or revised for the following Red Seal occupations: bricklayer, cabinetmaker, insulator (heat and frost), ironworker, and painter and decorator. This will be achieved through a collaborative effort between provincial/territorial apprenticeship authorities and their respective trade advisory committees, and national industry groups. Furthermore, many ICEMS related workshops will take place in 1998-99, some of which will be conducted through a similar collaborative effort.

- There is a new HRP strategy for the construction industry. The construction sector faces many issues stemming from concerns over jurisdiction and differing priorities among the various private and public sector partners. HRP will promote

resolutions to these issues by encouraging co-operation among its partners. This partnership approach will be the foundation of HRP's overall strategy to assist the industry in developing human resource strategies. Partnerships will be employed to address a wide range of human resource issues including, but not limited to, essential skills, certification, interprovincial mobility and labour market balance.

HRP will also facilitate consensus by encouraging a more focused approach among its partners to the issues. HRP will emphasize work with individual trade and other groups to undertake human resources-related projects which are limited and clearly defined in both scope and duration. These labour/management/government partnership initiatives will address Red Seal activities such as national occupational analyses, ICEMS workshops and curriculum development.

In essence, HRDC supported sectoral initiatives which involve or affect provincially mandated human resource issues, such as apprenticeship and training, must engage all private and public sector partners. The active and committed participation of both industry representatives and provincial/territorial officials, as well as their respective advisory structures, is crucial to the success of sectoral initiatives.

Participants/Key Players:

- AFL-CIO Building and Construction Trades Department
- Assembly of First Nations, Métis National Council and Inuit Tapirisat of Canada
- Boilermaker Contractors' Association of Canada
- Canadian Construction Association

- Canadian Council of Directors of Apprenticeship and the provincial/territorial trade advisory committees
- Canadian Electrical Contractors Association
- Canadian Federation of Labour
- Canadian Home Builders' Association
- Canadian Masonry Contractors Association
- Canadian Operating Engineers Joint Apprenticeship and Training Council
- Canadian Roofing Contractors Association
- Commission de la construction du Québec
- International Association of Bridge, Structural and Ornamental Ironworkers
- International Brotherhood of Boilermakers
- International Brotherhood of Electrical Workers
- International Brotherhood of Painters and Allied Trades
- International Union of Bricklayers and Allied Craftworkers
- Labourers' International Union of North America
- Mechanical Contractors Association of Canada
- National Floor Covering Association
- Operative Plasterers' and Cement Masons' International Association
- Sheet Metal Workers International Association
- United Association of Plumbers and Pipefitters
- United Brotherhood of Carpenters and Joiners of America

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Consulting Agrologists

Definition of Sector:

The Canadian Consulting Agrologists Association (CCAA) is the professional association of agrologists providing consulting services to the agricultural and food sector. Members of the CCAA must be members in good standing of a recognized provincial institute of agrologists. The agricultural consulting industry consists of private-sector firms, sole practitioners and universities practising professional agricultural consulting. The work of an agricultural consultant is varied including national and international projects in areas such as animal science, field crops, horticulture, soil science, farm management/accounting, water management, land use and food processing.

The provincial institutes are responsible for maintaining the integrity of the agrologists, although they have no jurisdiction over any of their consulting activities. The current certification process to become a consulting agrologist is not competency based. As previous employers of agrologists (predominantly public sector) are outsourcing this task, there is a perceived need for guidelines, support mechanisms and a recognized certification process for the occupation.

Issues:

The major issues faced by the agricultural consultant industry are:

- the evolving dynamics of the marketplace for both domestic and international markets;
- the changing business environment on employment levels, including increased outsourcing;

- emerging markets demanding increased levels in the quality and quantity of continuing professional development for agricultural consultants;
- the need to establish a quality certification process with links between present competencies and future requirements; and
- the development of alliances to pursue international opportunities.

Activities:

In 1997, the CCAA formed an advisory committee which included representation from the academic community, the Agricultural Institute of Canada and provincial institutes of agrologists. With assistance from HRDC, the committee spearheaded a project which diagnosed the human resource issues and challenges facing the agricultural consulting industry. Emphasis was placed on:

- reviewing the current external environment-related trends and issues affecting agricultural consultants;
- developing an information profile on agricultural consultants;
- assessing the knowledge, skill requirements and training needs of those engaged in agricultural consulting;
- assessing the opportunities for development of an enhanced certification process; and
- developing a better understanding of the employment situation.

Status:

The CCAA completed the research and assessment of the above phase through a project funded by HRDC Sectoral Partnership Initiatives. Three reports were completed:

- The Canadian Agricultural Consulting Sector;
- A Competency Standard for Consulting Agrologists; and
- Certification of Consulting Agrologists: Next Steps.

Future Developments:

With the initial phase completed, the CCAA is exploring alternatives and partnerships which will have a positive impact on the agrologist industry in general. It is anticipated that the preliminary tasks will be completed and a submission will be made to HRDC in the summer of 1998 to request funding for the implementation phase.

Participants/Key Players:

- HRDC
- Private sector firms
- Provincial agencies
- Sole practitioners
- Universities practising professional agricultural consulting

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Consumer Electronic and Appliance Service Industry

Definition of Sector:

Consumer electronic and appliance service technicians oversee a very diversified product line through a network of manufacturing service shops, self-servicing retailers and dealers, and manufacturer-authorized and independent service shops. In Canada, there are about 20,000 of these shops employing close to 40,000 service technicians. Small independent and owner–operator service shops account for about 65 percent of all consumer products repaired. About 80 percent of service shops are located in urban centres.

Issues:

The consumer electronic and appliance service industry faces:

- the need for more recruitment;
- the need to expand ongoing training opportunities for service technicians;
- an aging work force;
- the need for more communication between firms and independent technicians;
- the need to enhance communications with new entrants to the industry;
- the need to provide more training to industry trainers;
- the need for ongoing skills development;
- the changing supply and demand of service workers;
- the need to revise the Red Seal national occupational analysis for electronics technicians servicing consumer products; and

- the need to standardize entry level training across all provinces and territories.

Activities:

A steering committee representing key industry sub-sectors successfully directed a human resource sector study and, in 1994, published the findings as A Call for Action: Human Resource Challenges in the Canadian Consumer Electronic and Appliance Service Industry. In 1995, industry stakeholders formed the Canadian Electronic and Appliance Service Industry (EASI) Sector Council, and have since developed national occupational standards for two occupations: appliance service technician and electronics technician. The appliance service technician occupational analysis and the electronics technician (consumer products) occupational analysis have been validated.

Status:

Early in 1997, the EASI Council, in partnership with the technology learning community and HRDC, established a steering committee to address issues and concerns of the computer hardware maintenance and repair industry.

A PLAR process will be developed to identify and assess the skills and knowledge which individuals employed in the industry have acquired either formally or through work experience in the industry.

Due to globalization of the industry, Canadian technicians can expand their employment opportunities by obtaining the A+ international certification for computer servicing. The EASI

Council is assessing the A+ certification program to determine its degree of applicability to the Canadian industry standard.

Future Developments:

- The EASI Council will develop a PLAR program and supportive skill training for the appliance repair and service technician occupation.
- The EASI Council will establish six pilot skill assessment centres to deliver training, PLAR programs and A+ testing.
- In 1998, the EASI Council, in partnership with HRDC, established the Curriculum Development Committee to deliver training and to develop programming using appropriate technology supported distance learning delivery approaches, such as videoconferencing.

Participants/Key Players:

- Appliance Service Association of British Columbia
- The Brick Warehouse Corporation
- Camco Ltd.
- Canadian Electronic and Appliance Service Association
- Centennial College
- Communications and Electrical Workers of Canada
- Computer Technology Industry Association
- La Corporation des électroniciens du Québec
- La Corporation des techniciens en électro-ménager au Québec
- Electronic Services Dealers Association of Alberta
- Eaton's
- Frigidaire Ltd.
- George Brown College
- Inglis Ltd.
- Matsushita Electric of Canada Ltd.

- Mitsubishi Electric Sales Canada Inc.
- Ontario Television Electronics Association
- Pioneer Canada Ltd.
- Sears Canada Inc.
- Sharp Electronics of Canada Ltd.
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Culture

Definition of Sector:

The culture sector includes the following five subsectors:

- music and sound recording;
- audiovisual and live performing arts;
- literary arts and publishing;
- visual arts and crafts; and
- heritage (museums and libraries, archives/records management).

According to the 1994 sector study, Creating Careers: Human Resource Issues in the Cultural Sector, the total culture labour force represents about three percent of the total labour force. Furthermore, the sector reportedly accounted for \$15 billion of Canada's gross domestic product in the early 1990s.

Issues:

The culture sector is facing:

- markets;
- public policy; and
- technology.

The issues and themes that are common to all subsectors are identified in its human resources strategy, which is available from the Cultural Human Resource Council (CHRC).

Activities:

Since its inception in 1995, the CHRC has been involved in a number of activities including:

- helping to secure ongoing federal funding for key panCanadian cultural organizations such as the National Ballet School, funded from a new program by the Department of Canadian Heritage;
- negotiating with both provincial and federal government departments concerning funding of professional development for the self-employed in the cultural sector, and assisting the sector to understand and implement change in order to better manage its human resources; and
- fostering the growth of a national membership base.

Each sub-sector has conducted and published a study of its human resources issues.

The heritage sector established two committees: the Canadian Museums Human Resources Planning Committee (CMHRPC), and the Alliance of Libraries, Archives and Records Managers (ALARM). The CMHRPC published a report on human resources, *People, Survival, Change and Success*. The CMHRPC then refined and developed a system of classifying the core competencies of occupations in the museum subsector. In 1997, ALARM published its report on human resources, A Human Resources Development Strategy for the Information Resources Management Sector.

Together, these two committees conducted a more in-depth study of their sub-sector's labour force. This study built on data collected by the 1994 Statistics Canada survey of the cultural sector, the analysis of which is available in a variety of formats and is called Perspectives on Training in the Cultural Sector.

A synthesis of the studies conducted by the other sub-sectors in the culture sector has been published as Creating Careers, and is being used by the CHRC to implement a sector-wide human resource strategy.

Status:

The CHRC is continuing to implement the sector's human resource strategy by:

- negotiating ongoing federal funding for key pan-Canadian professional development institutions in the cultural sector;

- negotiating with the federal government for continued support for professional development for the self-employed and for additional funding for science and technology internships;
- developing career awareness products in all the culture sub-sectors; and
- developing four occupational standards.

Participants/Key Players:

- ALARM
- Association of Records Managers (ARMA)
- Association pour l'avancement des sciences et des techniques de la documentation (ASTED)
- Canadian Council of Archives (CCA)
- Canadian Museum Association
- Canadian Union of Public Employees (CUPE)
- Cultural Human Resource Council (which represents a broad array of groups from the cultural sector, including unions and guilds, industry associations and service organizations)

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Dairy Processing

Definition of Sector:

The dairy processing sector includes liquid and powdered milk and milk products, as well as milk by-products such as cheese, butter, yogurt and ice cream. The use of dairy ingredients in nondairy products such as nutraceuticals (functional foods like energy bars) and some pharmaceutical products is an emerging sub-sector in the industry. In 1993, about 291 dairy processing plants employed approximately 23,000 employees across Canada. Total dairy shipments in 1994 were valued at about \$7.5 billion.

Issues:

According to a 1995 human resources study of the Canadian dairy processing industry, by the year 2000 the industry's future environment will be marked by:

- continued investments in new milk processing procedures and applications for milk components;
- continued pressure to advance the tariff reduction timetables;
- a stronger presence by world-class dairy firms on Canadian markets;
- continued and growing industry rationalization; and
- an anticipated downsizing of employment levels by 10 percent to 15 percent.

The evolution of the industry will have an impact on the work force and the working environment. To cope with these changes the industry will need to:

- develop and communicate a common vision of its future that is shared by industry managers, employees and union leaders;
- promote and ensure management development to orchestrate the cultural shift resulting from the new industry environment;
- support employees unable to keep up with the anticipated changes;
- address the basic skill requirements essential to both job performance and the success of the industry as a whole;
- assess the skills of its work force and upgrade employees' technical and organizational skills; and
- recruit highly skilled employees in certain fields as some dairy processors enter new markets.

Activities:

The national human resource sector study of the dairy processing industry was released in September 1996. It proposes a number of recommendations to address the industry's human resource needs, including:

- the development and communication of a common future vision of the dairy processing industry;
- consultations between senior industry leaders and heads of unions to communicate the importance of human resources;
- the adoption of a human resources development plan by all Canadian dairy processors;
- the assessment of the current foundation skill needs and development of measures to address these needs on a sector- and company-wide basis;
- the facilitation of practical training in the workplace for students; and

- the identification and development of adjustment measures to assist displaced employees.

Since the sector study, the Dairy Processing Human Resources Working Group has been created to:

- ensure that the findings and recommendations of the study are communicated to the industry and its partners;
- develop an action plan for each recommendation; and
- ensure the recommendations are resolved.

Status:

Led by representatives of businesses and labour, the Working Group will be developing an action plan proposing the establishment of a national dairy human resources committee. A detailed outline of the implementation strategy for the study's key recommendations will also be described in the action plan.

Participants/Key Players:

- Agropur
- Centrale des syndicats démocratiques
- Parmalat Canada (former Ault Foods)
- Retail Wholesale Canada (Division of USWA)
- Teamsters Canada
- United Food and Commercial Workers International Union

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Definition of Sector:

The sector, for this study, consists of three subsectors:

- design of built environment (including architecture);
- graphic (communications) design; and
- industrial (product) design.

Issues:

The design sector is facing four major issues:

- the need to improve business management and administrative skills;
- the need to increase research and professional development;
- the difficult school-to-work transition; and
- the need for more appreciation of the benefits of design in the business sector and by the general public.

Activities:

The National Design Alliance (NDA), since renamed the Alliance for Canadian Design (ACD), is an alliance of regional promotion organizations and national professional associations working in the Canadian design sector. Members of the ACD work together to promote economic development and improve quality of life through effective design and innovation. The ACD approached HRDC in the fall of 1993 and requested a human resource sector study that would assess competitive challenges and assist in developing Canada's design capability. This study, Shaping Canada's Future by Design, was published in February 1997.

The ACD and the Royal Architecture Institute of Canada entered into a joint agreement with the NSAS in 1996-97 to:

- compile an inventory of existing human resource programs and initiatives for workers in the sector;
- validate the conclusions and recommendations in the human resource study for the design and architectural communities;
- develop a communication strategy to increase worker awareness of the study and human resource development issues in the sector; and
- determine human resource development challenges within the sector and how to address them.

Status:

The sector study identified 12 primary objectives in four key areas: design utilization, design education and continuing education, policy development and legislation, and the development and management of design firms. A series of national meetings and focus groups are being held to disseminate the findings of the sector study and to gather input from the sector concerning next steps. These include the development and implementation of strategies to meet the objectives identified in the sector study.

Future Developments:

These consultations will result in an overall human resource strategy for the sector, which could then lead to the formation of a sector council in the summer/fall of 1998.

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Education and Training

Definition of Sector:

This sector includes the following members of the education and training community:

- elementary and secondary schools (kindergarten to grade 12);
- community colleges;
- universities;
- private and commercial trainers; and
- community-based training organizations.

Issues:

The rapidly changing human resource demands of industry have an impact on training needs and the whole training and learning environment. This results in increasing demands on the educational and training community to meet:

- the needs of industries in addressing the urgent and changing training needs of their workers;

- the evolving training and upgrading needs of unemployed Canadians; and
- its own changing human resource requirements.

Activities/Status:

The possibility of establishing an educational and training provider network (E/TPN) was explored. A report, Our Future Is on the Line, was released in January 1997, based on information gathered through focus groups and surveys with members of the educational and training community, sector councils, learners and governments. This report can be found on the Internet at: [http:// www.3waystreet.com/etpn/](http://www.3waystreet.com/etpn/). The main recommendations were to look into:

- research and development in learning;
- quality/competency guidelines in the context of a network of networks;
- a business model for competing in the American market; and
- addressing the professional development issues identified in the report, including new media learning technologies, marketing skills (domestic and international), and bridging and articulation.

Working groups were established to follow up on the main recommendations of the report.

Other initiatives include a study of the human resource issues in community-based training. The report, The Second Century: Community-Based Training in Canada, was issued in December 1997. As well, a framework for the development of standards and guidelines for career development practice was created.

Future Developments:

Building on the success of the E/TPN study and initiatives, the main national associations have formed the Canadian Alliance of Education/Training Organizations (CAETO), a non-profit organization. It will deal with issues of national importance to its members, where those issues are not exclusively within the domain of one member. CAETO will manage projects and initiatives on behalf of any two or more of the members. As such, it will continue its follow up work on the E/TPN report recommendations.

One initiative is the 21st Century Learning Initiative Canadian Working Group, which has been meeting since September 1997, as a follow-up to the E/TPN report recommendation on research and development in learning. It is composed of individuals who are recognized as leaders in the education and training community in Canada. Its purpose is to disseminate and promote the use of new learning research (especially brain research) in the sector, raise public awareness and promote/inform increased civic dialogue on learning agenda issues.

Participants/Key Players:

- Association of Community Colleges of Canada (ACCC)
- Association of Universities and Colleges of Canada (AUCC)
- Canadian Association of University Continuing Education (CAUCE)
- Canadian Coalition of Community-Based Trainers (CCCBT)
- Canadian School Boards' Association (CSBA)
- Canadian Teachers' Federation (CTF)
- National Association of Career Colleges (NACC)
- Private commercial trainers

Other national associations and groups participate in specific CAETO initiatives.

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Electrical and Electronics Manufacturing

Definition of Sector:

The electrical and electronics manufacturing industry employs about 130,000 workers. The industry is highly diversified with products ranging from transformers to computers, and telephones to wire and cable.

Issues:

Major technological change in the industry has increased the need for upgrading skills across all occupations. Several issues have been identified:

- the need for national occupational standards and PLAR for entry-level positions (assemblers, production workers and manufacturing operators) linking to the technician/technologist career path;
- apprenticeship development for the new automated equipment maintenance and repair occupation;

- the development of closer liaison with high schools, colleges and universities to improve the quality of training programs and to foster a seamless educational training continuum;
- the need to establish a team-based approach in the development of a training culture; and
- essential skills training for young workers and improvements to the school-to-work transition.

Activities:

Human resource activities of the Sectoral Skills Council include the development of training and communication initiatives, research into technological change, workplace reorganization and the operation of its Sectoral Training Fund. The Council is also:

- supporting the training fund at the workplace level;
- developing a PLAR process;
- managing the Science and Technology Internship Program for the sector;
- partnering on advanced skills development initiatives; and
- promoting closer ties with educational institutions.

Status:

Since the Sectoral Training Fund was created in July 1990, 194 joint workplace training committees representing more than 52,349 workers have become members. To promote better understanding among the different workplace training committees, the Council continues to sponsor workshops on best human resource practices.

National occupational standards have been developed for two entry level occupations — service technician and assembler/operator. The Council is in the process of developing a PLAR process related to the two standards.

The Sectoral Skills Council, in partnership with 21 school boards and employers from every province, has launched a school-to-work transition pilot project. This project involves the development and delivery of an electric and electronics high school curriculum, on-the-job training and career counselling. The focus is to develop a career path based on experiential learning for the 65 percent of students who do not proceed beyond grade 12.

The Sectoral Skills Council is managing a youth science and technology internship program for the sector. The goal is to provide unemployed and underemployed youth, who have science and technology backgrounds, with 10-to-12 month internships that will result in long-term employment in the sector. The internships are intended to provide the essential on-the-job skills development and experience that employers are seeking.

In partnership with the Strategic Microelectronics Consortium, the Sectoral Skills Council is contributing to the development and delivery of two intensive courses in analog-layout-fabrication and digital design. These two-week courses provide recent electrical engineering graduates and current workers with the skills required to be microchip design engineers.

Participants/Key Players:

- Asea Brown Boveri
- Camco Inc.
- Canadian Auto Workers Union
- COM DEV Ltd.
- Communications, Energy and Paperworkers Union of Canada
- General Electric Canada
- Gennum Corporation
- Honeywell Limited
- International Brotherhood of Electrical Workers
- Northern Telecom
- Schneider Canada
- United Steelworkers of America
- Westinghouse Canada Inc.

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Environment Industry

Definition of Sector:

The environment industry includes consulting and related engineering, scientific and technical services, and the manufacturing of products for the conservation, protection and enhancement of the environment. The industry has three major subsectors:

- environmental protection;
- environmental conservation and preservation; and
- environmental education and research.

Specific areas of specialization include resource conservation and protection, pollution assessment and waste management consulting, waste handling, facility operations and human environmental health.

The goods-producing portion of the industry manufactures products for use in water and air-pollution control, solid waste management, measuring and monitoring instruments and control, research and laboratory equipment, noise control and chemicals for pollution control.

Total employment in the Canadian environment industry was estimated at about 200,000 workers in 1997, with annual revenues of over \$14 billion.

Issues:

The environment industry faces the following issues:

- increasing public awareness of, and demand for, environmental responsibility;
- increasing awareness of the impact of the environment on other industries, and vice versa;
- increasing foreign demand for environmental products and services;
- changing technology and public policy;
- an inadequate supply of appropriately qualified personnel, especially for entry-level positions and international employment;
- a requirement for international-level certification for Canadian environmental auditors;
- the lack of a co-ordinated sectoral approach to training and skill development; and
- a lack of comprehensive industry data.

Activities/Status:

- The sector study is being updated and expanded. The sectoral labour market information data development/update project began in 1996 with the Canadian Council for Human Resources in the Environment Industry (CCHREI) compiling a data base of over 7,000 firms and associations involved in environmental work. It will be completed by March 1999.
- An assessment study was conducted in 1998 for performance benchmarking and management assessment of small businesses in the industry.
- National occupational standards, certification and accreditation have been developed for environmental technicians and technologists.

- The current situation has been evaluated and the promotion of a “discipline plus” approach to environmental employment through the Canadian Environmental Certification and Approvals Board (CECAB) to professionals working in the industry continues.
- The Sectoral Youth Internship and Science and Technology Internship projects continue to operate at a number of sites across Canada until, at the latest, March 1999. To date, these projects have provided work placements for several hundred young Canadians.
- The International Environment Youth Corps, established through the Youth Initiatives Directorate to provide youth with international environmental experience, will continue to operate until March 1999.
- A feasibility study has been completed to determine the interest from the Aboriginal community in a partnership with the industry to provide training that would build environmental capacity on reserves.
- The collection and dissemination of human resources information on issues such as skill requirements, employment, curricula and course materials continues.
- The promotion of industry–education partnerships in curriculum development continues; secretariat services are provided for the certification of the contaminated sites health and safety training program, and work is ongoing with the Standards Council of Canada.
- The CCHREI’s EnviroCareers pavilion was well attended at the GLOBE 98 international environment conference and trade show in Vancouver in March 1998.
- The Canadian Environmental Auditing Association completed the development of a certification and accreditation process for certifying environmental auditors to ISO 1400.

Future Developments:

- Create a partnership between the environment industry and the Aboriginal community to develop and implement an Aboriginal environmental training strategy.
- Develop and distribute quality, strategic career information products aimed particularly at youth.
- Conduct a survey to collect some basic facts on the industry and gather human resource information such as employment growth, demographic profile, training needs, turnover rates and occupational mobility.
- Lead the industry in establishing national occupational/skill standards for individual certification and course accreditation through the establishment of the Canadian Environmental Certification and Approvals Board (CECAB).
- Develop and implement an employment strategy for mid-career environmental practitioners through HRDC's Insurance Group.
- Develop and pilot test a PLAR strategy suitable for the industry and its educational partners.

Participants/Key Players:

- AFL-CIO (organized labour)
- Association des entrepreneurs de services en environnement du Québec/Association québécoise des techniques de l'eau
- Association of Canadian Community Colleges
- Association of Universities and Colleges of Canada
- Canadian Council of Ministers of the Environment
- Canadian Council of Professional Engineers
- Canadian Council of Technicians and Technologists

- Canadian Environment Industry Association represented by British Columbia, New Brunswick, Alberta and Newfoundland
- Canadian Standards Association
- Centre Patronal de l'environnement du Québec
- Chemical Institute of Canada
- Engineering Associates Ltd.
- Philip Environmental
- Porter Dillon Limited
- University of Victoria

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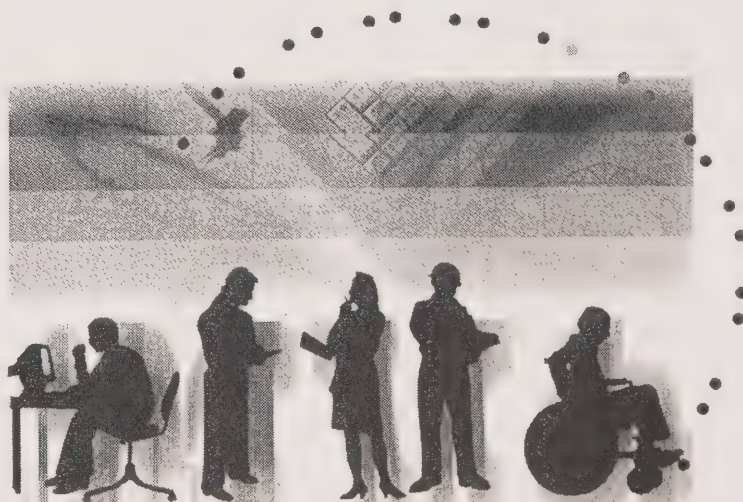


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Sectoral Activities

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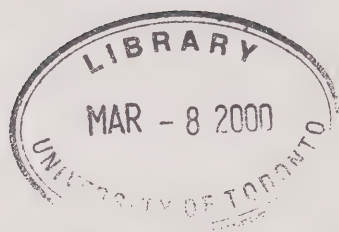


1998



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Equipment Industry

Definition of Sector:

The Canadian equipment distribution industry supplies, tools, machinery and services, mainly to the construction, forestry (logging), mining, and oil and gas sectors. Subsectors include:

- construction and forestry machinery;
- equipment and supplies;
- wholesale; and
- mining machinery.

A 1996 report produced by the Canadian Association of Equipment Distributors found 1,044 establishments in the sector employing about 15,000 people, with 1993 sales and receipts of \$4.6 billion.

Issues:

The equipment industry faces:

- increased demand for high levels of product support;
- reduced frequency of new equipment purchases; and
- inconsistent levels of manufacturer support to dealers facing rapid technological change.

These issues have the following implications on human resources:

- It is difficult to recruit youth to the industry.
- There is a need for national standards and common curricula for the two main occupations (heavy duty equipment mechanic and parts counterperson).

- There is a lack of common knowledge within the industry about existing training and certification mechanisms.

Activities:

The Canadian Equipment Industry Training Committee (CEITC) formed in May 1995, conducted a study to define the training/ human resource needs of the industry, as well as gather data on existing training and certification mechanisms. Last year, it also participated through the Canadian Council of Directors of Apprenticeship (CCDA) in the development and validation of an updated Red Seal national occupational standard for the heavy duty equipment mechanic.

The CEITC is now enhancing awareness of career opportunities in the industry by:

- developing career information products and activities, and increasing awareness of human resource issues in the industry; and
- developing a communications plan (for both internal and external targets).

Status:

The CEITC entered into a two-year NSAS agreement in April 1997. Its objective is to “attract, recruit and maintain a competitive work force in the heavy, medium and light equipment industry.” A brochure describing the mandate of the CEITC has been published.

Future Developments:

The CEITC hopes to work with its partners in education to develop a common national curriculum. It will also participate with the CCDA in examination and item bank workshops. The CEITC also plans to update the human resources study in two years.

Participants/Key Players:

- B.C. Institute of Technology
- Canadian Association of Equipment Distributors
- Employee representatives
- Sir Sanford Fleming College
- Southern Alberta Institute of Technology

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Definition of Sector:

The industry is defined as manufacturers, designers and contractors involved in making clothing for men, women and children.

Issues:

The apparel sector is facing:

- diversifying product lines;
- expansion of the market due to the North American Free Trade Agreement (NAFTA) and the Free Trade Agreement (FTA); and
- the need for improved cooperation among all the stakeholders.

These issues have highlighted the need for the sector to invest in production, management, technology and skills.

Activities:

The Apparel Human Resources Council (AHRC) was launched on November 6, 1997. The AHRC is now in its first year of development. Its activities are related to the development of its strategic, business, equity and communication plans and its bylaws. The Council also has to incorporate as a not-for-profit organization. The Council is mandated to take action following the publication of its occupational profiles for production supervisor, quality control auditor and industrial engineering technician.

The AHRC sector study was completed and validated within the industry.

Status:

The Council is now in its first year of a two-year developmental agreement.

Participants/Key Players:

- Canadian Apparel Federation
- Centrale des syndicats du textile et du vêtement (CSD) inc.
- JML Shirt
- Keystone Industry
- LaFleche Bros.
- Linda Lundstrom Ltd
- Mustang Survival Corp.
- Re-Wear
- Richlu
- Union of Needletrades, Industrial and Textile Employees (UNITE)
- United Food and Commercial Workers

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First Nations Policing

Definition of Sector:

The First Nations policing sector includes self-administered, stand-alone police services created through trilateral agreements between First Nations and the federal and provincial governments. Civilian employees, as well as all levels of sworn police officers and police chiefs, police commissioners and members of community police committees are included in the scope of research undertaken for the study. Also included is the political leadership of First Nations governments. There are about 1,000 employees working in this sector.

Issues:

The First Nations policing sector is facing:

- changing government policies and inconsistent levels of resources across the country;
- pressure to change operating procedures, including those relating to training and fiscal restraint; and
- as relatively young organizations, the need to develop human resource policies and practices.

As a result, four key human resource issues have been identified:

- the lack of qualified workers for the sector;
- inadequacies in the training infrastructure;
- the need for change and development of human resource practices; and
- concerns about changing skill requirements.

Activities:

The sector is undertaking a human resources study to assess:

- the operating environment of the sector, including the historical context of First Nations policing, and an analysis of current resources in the sector;
- employment;
- changing skill requirements; and
- all aspects of training for the sector.

The sector study will provide a synthesis of the data, as well as an action plan.

The first module of research, on the historical context of First Nations policing, should be completed in the fall of 1998. At the same time, complete terms of reference for the balance of the project should have been finalized.

Participants/Key Players:

The Steering Committee includes representatives of the following:

- Anishnabek Police Service
- Association of Iroquois and Allied Indians
- Canadian Police College
- Conne River Tribal Police
- Dakota Ojibway Police Service Police Commission
- First Nations Chiefs of Police Association
- Hobbema Police Service
- Kahnawake Mohawk Peacekeepers
- Siksika Nation Police Service
- Six Nations Police

- Six Nations Police Commission
- Solicitor General of Canada
- Stl'Alt'Imx Tribal Police
- Unima'ki Tribal Police

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Fishing

Aquaculture

Definition of Sector:

This sector includes establishments engaged in operating and harvesting farmed finfish, as well as shellfish in the ocean, inland waters or on a created farm site.

Issues:

Aquaculture is an emerging industry that has experienced phenomenal growth over the last several years. The Canadian Aquaculture Industry Alliance Sector Council (CAIA) has identified a number of human resource issues which have arisen as a result of this growth, including:

- an expected shortfall in qualified new entrants;
- an expected surge in entrepreneurs entering the industry from other sectors;
- an increasing urgency to be able to adapt quickly to new technology; and
- increased cost competition in mature species.

Activities:

The CAIA has been in operation for over two years. During this time, it has undertaken a number of new studies to address human resource issues within the aquaculture industry. Studies include:

- participation in the Small Business Owner/Operator Competency Guide;
- development of the Education and Training Directory;
- a functional analysis of aquaculture skills and occupations; and
- a Canadian aquaculture industry profile and labour market analysis.

Status:

The CAIA is putting the finishing touches to national occupational standards for the aquaculture industry. In another project, the CAIA is providing science and technology internships in the aquaculture industry.

Future Developments:

It is anticipated that the national occupational standards will be the basis for the curriculum development where gaps in existing training offerings are identified.

Participants/Key Players:

- Aquaculture Association of Canada
- Aquaculture Association of Nova Scotia
- Association des aquiculteurs du Québec
- British Columbia Salmon Farmers Association
- British Columbia Shellfish Growers Association
- Canadian Association of Aquaculture Veterinarians
- Canadian Feed Industry
- Connors Bros.
- New Brunswick Salmon Growers Association
- New Brunswick Trout Growers Association
- Newfoundland Aquaculture Industry Association
- NorAm Aquaculture Ltd.
- Ontario Aquaculture Association
- Prince Edward Island Aquaculture Alliance
- Professional Shellfish Growers Association of New Brunswick
- San Mateo Shellfish Ltd.

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Fish Harvesters

Definition of Sector:

This sector includes fish harvesters working in either ocean or inland waters, and engaged in commercial fish harvesting. Despite recent setbacks in the Atlantic groundfish fishery and the Pacific salmon fishery, the fishing industry still remains a major contributor to the Canadian economy. The total value of the Canadian fishery, including both landed and processed value, has remained remarkably stable over the last few years at around \$3 billion per year. The Canadian fishing industry consists of a wide variety of fisheries, gear types and vessels. There are 77,000 commercial fish harvesters registered with the Department of Fisheries and Oceans. In 1996, the Canadian Council of Professional Fish Harvesters (CCPFH) reported that 45,540 self-employed fish harvesters were registered. The CCPFH also announced in December 1997 that exports had generated revenues of over \$3 billion.

Issues:

The fish harvesting industry faces:

- depleted fish stocks;
- changing public policy;
- a shift from high-volume, low-value production to low-volume, high-value production; and
- a need to recognize and develop professionalism.

Activities and Status:

In 1995, industry leaders formed the Canadian Council of Professional Fish Harvesters which is:

- developing national occupational profiles for captains and crew members;
- conducting an analysis of fish harvester management skills to identify the knowledge and skills needed to participate effectively in their organizations and in the fisheries management process; and
- developing the most appropriate models for delivering work-based training to fish harvesters and analysing the impact on the skills set fish harvesters will require to meet certification and registration criteria.

National profiles for professional fish harvesters are expected to be completed in 1999. Certification mechanisms are being developed in the Atlantic region, Quebec and British Columbia. A certification board is already in place in Newfoundland.

In November 1997, the Council co-ordinated, with the National FishWorkers Forum of India, the World Forum of Fish Harvesters and Fish Workers. This Forum brought together over 30

countries to discuss common issues related to the industry. A co-ordinating group has been formed to follow up on recommendations.

Participants/Key Players:

The following organizations are members of the Canadian Council of Professional Fish Harvesters:

- Alliance des pêcheurs professionnels du Québec
- Association des pêcheurs professionnels membres d'équipage
- Eastern Fishermen's Federation/ Fédération des pêcheurs de l'Est
- Fédération des pêcheurs semi-hauturier du Québec
- Fédération régionale acadienne des pêcheurs professionnels
- Fish Food and Allied Workers
- Lake Manitoba Commercial Fishermen's Association
- Maritime Fishermen's Union/Union des pêcheurs des Maritimes
- Native Brotherhood of British Columbia
- Pacific Gillnetters Association
- Prince Edward Island Fishermen's Association
- United Fishermen and Allied Workers Union

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Seafood Processing

Definition of Sector:

Fish processing involves converting fish into products consumers need and want to buy. Its diversity distinguishes the industry from other related industries. Fish processing is undertaken in stages (primary and secondary), and is carried on in a regulatory environment. Secondary processing involves performing additional work on the output from primary processing. In 1995, Canada had 1,098 registered fish plants. Canada exports in excess of 80 percent of its production to more than 80 countries. The United States is Canada's largest export market, followed by Japan and the European Union.

Issues:

Through a major sectoral human resource study, a number of serious human resource issues facing the industry have been identified. These include the need to:

- develop industry-specific safety and occupational training and education;
- respond to technological change; and
- develop industry-specific national standards and curricula for skill sets in a variety of occupational areas.

Activities:

The National Seafood Sector Council (NSSC) has successfully completed its second year of operation. The industry seeks to adopt a systematic approach to the planning and training needs of the seafood processing work force through several key

initiatives, including national occupational standards, essential skills, practices or skill sets, training programs and other innovative activities. The NSSC has developed:

- modular training in sanitation and hygiene safety practices;
- national standards, including an essential skills profile, for supervisors;
- an information data base;
- a re-engineered quality management program (QMP); and
- the New Work Opportunities Project, as well as curriculum development and training for QMP.

Status:

The NSSC will continue to develop and implement the projects it began in its second year of operation. Curricula, course materials, and delivery mechanisms and tools are being developed. Piloting and testing across Canada are also likely to take place. In addition, the NSSC will undertake the development of 12 new skill-set standards in the fields of waste water management, electronic and hydraulic maintenance and production line workers.

Future Developments:

- The NSSC information data base will continue to be improved and updated. A follow-up and analysis will be undertaken to assess its usefulness to NSSC members.
- Potential areas for training development which were identified in the assessment and needs analysis report will be considered for future implementation.

Participants/Key Players:

British Columbia

- Allied Pacific Processors
- United Fishermen and Allied Workers' Union/CAW

New Brunswick

- Métallurgistes Unie-d'Amérique
- New Brunswick Fish Packers Association

Newfoundland

- Fish, Food and Allied Workers/CAW
- Fisheries Association of Newfoundland and Labrador
- Fishery Products International Ltd.

Nova Scotia

- CAW Canada
- Nautilus Industrial Relations Services Inc.
- Nova Scotia Fisheries RITC

Quebec

- Association québécoise de l'industrie de la pêche
- Fédération du commerce inc. (CSN)

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Geomatics

Definition of Sector:

The geomatics sector includes all disciplines of surveying, global positioning systems (GPS), mapping activities, remote sensing data acquisition and management, and the creation and maintenance of spatial or geographic information systems (GIS). It often overlaps other sectors and industries.

Issues:

Emerging issues are:

- changing skill requirements, such as an increased need for post-secondary education, data management skills, and information technology and systems skills;
- the need for the work force to adopt new “softer” skills such as marketing, communications and team skills;
- current shortages of workers in some areas;
- an anticipated future shortage of workers in many areas; and
- the inability of the education/training infrastructure to keep pace with changing technologies.

Activities and Status:

HRDC and the sector are discussing the possibility of undertaking a sector study of geomatics, building on existing work recently completed. Consensus for this project will be sought at a sector-wide meeting in June 1998.

Future Developments:

HRDC and the sector have also reached an agreement, in principle, to undertake development of career information products on geomatics. This work will start sometime after the sector study has begun.

Participants/Key Players:

The Canadian Institute of Geomatics (CIG) is the national society for individual professionals, technologists and technicians. The membership of the CIG cuts across a number of sub-sectors in geomatics, some of which have their own associations. The Geomatics Industry Association of Canada (GIAC), the national industry association, is also involved. Up to 30 other associations and organizations will be involved in the project, as well as colleges, universities and career colleges.

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Grocery Producers

Definition of Sector:

Grocery producers are the manufacturers of those consumer products which are typically sold in grocery stores, even though many of these products are increasingly available through other types of retailers. Grocery production companies range from small family-run businesses to large multinational corporations. British Columbia, Ontario and Quebec have the dominant share of establishments and employment in the grocery products industry.

Issues:

The grocery production sector faces:

- reductions in trade barriers;
- increased competition due to globalization; and
- increased technological sophistication.

Key human resource issues have been identified as the need to:

- increase worker skills, especially in literacy, numeracy and computers; and
- address the reduction in, and redeployment of, the labour force.

Activities:

The Canadian Grocery Producers Council (CGPC) was established in 1995. Since then, it has facilitated a series of essential skills pilot projects to improve the literacy, numeracy

and computer skills of workers. The Council has completed a business plan which details its actions for the next three years.

Status:

The Council is about to move into the operational phase of its plan.

Future Developments:

The Council has recently begun a pilot project to look at assisting companies and unions with labour adjustment issues. The Council will develop the tools for establishing plant-level joint workplace committees that can address issues related to human resource development and labour mobility.

The Council will launch a major communications strategy to raise awareness in the industry of the value of training and investing in its human resources. The CGPC will also undertake a series of initiatives to ensure its self-sufficiency and long-term viability.

Participants/Key Players:

- Bakery, Confectionery and Tobacco Workers International Union
- Borden Foods Canada
- Culinar Inc.
- International Brotherhood of Teamsters
- J.M. Schneider Inc.
- Nabisco Ltd.
- Nestlé Canada Inc.

- Retail Wholesale Canada (a division of the United Steelworkers of America)
- SunRipe Products Ltd.
- United Food and Commercial Workers

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Health

Definition of Sector:

This sector includes professional health organizations and provincial regulatory bodies.

Issues:

The health sector faces:

- provincial health reforms which are restructuring health services;
- a changing economic climate;
- changing demand due to an aging population; and
- rapid technological advances.

As a result, key human resource issues have been identified including the need to:

- develop competency-based national occupational standards leading to competency-based curricula, accreditation, examinations and certification;
- identify common core competencies; and
- increase the interprovincial mobility of health workers.

Activities:

A number of professional health associations are receiving funding through the SPI to develop national occupational standards.

Chapter 7 of the Agreement on Internal Trade outlines the barriers to interprovincial labour mobility that regulatory bodies must address. HRDC is examining ways of helping regulated professions in the health sector reconcile their differences in occupational qualifications, thereby reducing interprovincial labour mobility barriers.

Status:

- Ambulance Personnel. The Canadian Emergency Medical Services Standards of Practice Committee completed the pre-occupational standards development, including developing a national consensus among stakeholders on strategies to develop a national association which could eventually coordinate standards development activities and certification. It also conducted a national survey of emergency medical service (EMS) practitioners to collect demographic information and to determine if practitioners viewed national

occupational standards and the development of a national association as important goals.

- **Cardiology Technologists.** The Canadian Society of Cardiology Technologists completed its work to conduct and validate a national task analysis and occupational standard document for cardiology technologists. It also completed work to develop a course and curriculum for educational programs.
- **Clinical Perfusionists.** This group completed its work on developing an examination blueprint and exam bank of questions as a result of the entry-level competency profile completed in 1996.
- **Nursing.** The Canadian Nurses Association (CNA) completed work on two projects. The first developed entry-level competencies and the context of practice for licensed practical nurses/registered nursing assistants, registered psychiatric nurses and registered nurses. The second created certification exams in three specialty areas: critical care nursing, perioperative nursing and psychiatric/mental health nursing.
- **Medical Radiation Technologists.** The Canadian Association of Medical Radiation Technologists (CAMRT) is completing its work on occupational competency profiles and standards for four entry-level disciplines (radiation therapists, radiological technologists, nuclear medicine technologists and magnetic resonance technologists) and for three advanced-level positions (radiation therapists, radiological technologists and nuclear medicine technologists). This work will be completed by September 1998.
- **Respiratory Therapists.** The Canadian Society of Respiratory Therapists completed the final stage of its work by comparing the skills and background knowledge of respiratory therapists working in the operating room or other related anesthetic areas with the occupational profile which was updated in 1996.

Labour Mobility Activities:

The following regulated bodies in the health field have agreements to work toward compliance with Chapter 7 of the Agreement on Internal Trade (AIT):

- chiropractors;
- denturists;
- dieticians;
- occupational therapists;
- opticians;
- pharmacists; and
- registered nurses.

Contacts:

For general information on health sector partnerships, please contact Barbara Lawless and for information regarding labour mobility in the health sector and funding related to Chapter 7 of the AIT, contact Suzanne Hill at the numbers noted below. For specialized information on occupational standard projects under way in a specific health profession, please contact the relevant organization(s) as detailed above.

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International Trade Training

Definition of Sector:

International trade training is intended to respond to the cross-sectoral international trade and export skill needs of Canadian industries.

Issues:

The following aspects of globalization are affecting Canadian industries:

- increased competitiveness of other countries;
- increased mobility of capital and information; and
- the need to adopt a more export-oriented approach to business strategies.

These issues affect the human resource practices of industries which must maximize the opportunities provided by the growth and development of industrial markets and practices.

The Forum for International Trade Training (FITT), a not-for-profit sector council, was established in 1992 with the support of the Canadian government and in partnership with the private sector. It was created to remedy the shortage of international trade skills and to improve the quality of international trade training. FITT has since developed a world-class international trade training program by establishing national standards and the Certified International Trade Professional Designation (CITP).

FITT's training program is available in both official languages and is delivered through a national network of colleges and universities. Known as FITTskills, this comprehensive body of knowledge also serves as the basis for the development of other customized products in the area of international trade. To maximize access to its program, FITT is developing computer-based training prototypes, as well as implementing a PLAR program.

Participants/Key Players:

- Alliance of Exporters and Manufacturers
- Association of Consulting Engineers of Canada
- Canadian Chamber of Commerce
- Canadian Importers Association
- Canadian Professional Sales Association
- Colleges and universities across the country
- Department of Foreign Affairs and International Trade

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Definition of Sector:

Logistics involves the effective and efficient flow of materials and information from source to consumption. Logistics functions are clusters of activity that facilitate supply chain operation and include purchasing, operations research, distribution, transportation and traffic, customs clearance and international transport. The sector includes both users and providers of logistics services. Users are traditional shippers, such as manufacturers, retailers, wholesalers and distributors, while providers are transportation carriers (all modes), public warehousing operators, freight forwarders and customs brokers. Logistics personnel are knowledge workers located in a number of occupational categories and spread across a variety of industry sectors. It is estimated that the logistics work force represents about 580,000 workers across a wide range of occupations.

Issues:

The logistics sector is facing a number of issues.

- Higher-end knowledge jobs are on the rise while lower-end clerical jobs are on the decline.
- Employers indicate they have difficulty finding appropriately qualified personnel.
- There appears to be substantial qualification gaps between what a basic education provides and current job requirements.
- There is a need to strengthen the professional identity of logistics and raise the profile of the industry.

- The industry needs to enhance the availability of professional development opportunities.
- Issues need to be resolved related to worker attraction, recognition and certification.
- Co-ordination among training and education programs in logistics is required.

Activities:

The logistics community incorporated the Canadian Professional Logistics Institute in 1990. The mandate of the Logistics Institute is to co-ordinate efforts among stakeholders in order to:

- establish a logistics profession;
- develop comprehensive training in logistics;
- define logistics career opportunities for the global economy; and
- sustain logistics human resource development in Canada to provide a competent and motivated logistics work force committed to lifelong learning.

The Institute's primary objective is professional certification in logistics. In addition to being a certifying organization with professional members, the Institute is also an association, with corporate and associate members.

The Institute has developed the P. Log. designation to recognize competence in the field. To date, 400 individual practitioners have earned this professional designation. Associated activities include:

- accreditation of existing training and education offerings;
- development and provision of training modules; and
- development of an assessment diagnostic to evaluate prior learning and experience.

In 1996, the Institute initiated a two-phase project to develop sectoral labour market information. Phase I focused on the nature and scope of the logistics labour market, and on issues and trends affecting the labour market, career opportunities and skill requirements. Phase II focused on a number of areas, including characteristics of career paths in logistics and the skill sets required by practitioners.

After successfully sponsoring a number of school-to-work youth internship pilots across Canada, the Institute is now entering the second year of its Logistics Ventures pilot project that focuses on entrepreneurship. The objective is to assist youth in developing the necessary skills to make the successful transition either by establishing their own enterprises or by embarking on business careers. The project is on target to provide internships for over 600 participants across Canada.

Status:

The Logistics Institute is looking at alternative delivery methods for its professional development products and services. Over the next three years, it will be designing, developing and testing 14 technology-supported, distance learning professional development products.

It has also completed initial planning that should see the Institute link to HRDC's Electronic Labour Exchange to assist logistics employers, workers and students in making better matches. The Institute has described the functionality, data and technology required to launch its job-matching system on the Internet. It will be known as the Logistics Electronic Job Market Place.

In related developments, the Institute is managing a project to produce a pan-Canadian career and labour market information magazine (REALM) and to support Internet products that focus on the enterprising spirit in youth. The Institute continues to play a role in supporting a national network of enterprise/entrepreneurial education and training developers, providers and practitioners.

Future Developments:

The Institute is exploring the development of a sector-specific career information project to better inform Canadians about career opportunities in logistics.

Participants/Key Players:

- Canadian Association of Production and Inventory Control
- Canadian Association of Warehousing and Distribution Services
- Canadian Council of Materials Associations
- Canadian Industrial Transportation League
- Canadian Institute of Traffic and Transportation
- Canadian International Freight Forwarders Association
- Canadian Materials Handling and Distribution Society
- Canadian Society of Customs Brokers
- Chartered Institute of Transport
- International Materials Management Society
- Society of Logistics Engineers

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Mining

Definition of Sector:

This sector includes firms involved in mineral exploration, the extraction of ore, and the milling, concentrating, smelting, refining and processing of minerals. The 1993 report, Human Resource Challenges and Opportunities in the Canadian Mining Industry, found that:

- there are 325 producing mines in Canada;
- mining accounts for 12 percent of Canada's total exports;
- mining accounts for one percent of employment; and
- mining accounts for two percent of gross domestic product.

Issues:

The mining industry is facing:

- substantial decline (30 percent) in employment since the early 1980s;
- technological advances;
- environmental regulations; and
- shifts in managerial philosophy.

The resulting changes in skill requirements necessitate:

- ongoing training for all employees;
- essential skills upgrading;
- national standards for operations and production occupations;
- work force upheaval, downsizing and adjustment;
- trades training;
- work force diversity;
- mining-related post-secondary education; and
- educational upgrading of the work force in cooperation with the secondary school system.

Activities:

A 1993 national human resource sector study examined the industry's aging work force, the need to upgrade skills, the decline in employment opportunities and the problem of literacy. Since then, interested parties have, with the financial assistance of HRDC, formed the Mining Industry Training and Adjustment Council (MITAC). The Council is now starting its third year of operation and is focused on addressing the industry's human resource issues, particularly in the area of training.

Status:

The Council is working on two important projects: the Youth Science and Technology (YST) Internship Program and the Training Infrastructure Program (TIP). The goal of the YST program is to provide work experience to 125 young science and technology graduates while TIP aims at developing joint training committees at participating workplaces. These joint training committees will then work with colleges and CEGEPs in the development of training modules.

Participants/Key Players:

- Cambior
- Falconbridge Ltd.
- Inco Corp.
- Mining Association of Canada
- United Steelworkers of America

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Motor Carrier Passenger Industry

Definition of Sector:

The motor carrier passenger (bus) industry generally includes intercity bus, urban transit, school bus, sightseeing bus, charter and airport bus, and other specialized service segments. The industry may involve the use of one or more modes of transport including light rail, subways and streetcars, as well as buses. The industry employs about 80,000 workers in 2,300 establishments across Canada. Key occupational groups include vehicle operators and vehicle maintenance mechanics.

Issues:

A number of key factors continue to affect the sector:

- an increasingly demanding business environment caused by reduced public funding, deregulation and demographics;
- maintaining/increasing market share relative to automobile use, positioning the industry as an environmentally correct option and changing its “mode of last resort” image;
- problematic labour/management relations;
- the requirement for improved customer service and interpersonal skills;
- problems related to customer diversity, work force equity and retirements/turnover;
- the need for stronger sector linkages to address common human resource needs;
- the increasing importance of basic, technological skills; and
- a need for more rigorous recruiting and targeted training.

Type and Level of Activities:

In June 1996, an industry-directed national study was launched to analyse the human resource challenges affecting the industry and to make tangible recommendations for solutions and follow-up activities. The final meeting of the full industry steering committee was held in May 1997. An essential skills profile for the occupation of bus driver was also completed in May 1997 to assist service providers with recruitment and staff development activities.

Status:

The final report of the human resources study was completed and released in November 1997 to a national industry forum. The industry steering committee put forth 15 recommendations to provide a foundation for further concrete action by the industry in addressing human resource issues. The first recommendation (the industry should move to pool resources and address issues facing the industry as a single force) called for the formation of a national sectoral council. Since releasing the final report, industry partners have continued to meet to communicate results of the study, examine the feasibility of, and formulate plans for, forming a council and build industry consensus across all sub-sectors.

Future Developments:

The industry is proceeding with a two-year developmental agreement to launch its sectoral council. By the end of this project, it will have developed a five-year business plan and obtained industry-wide support for the new organization.

The new organization will explore the establishment of a national standard for the bus driver occupation. In addition, a project concerning the development of a generic customer service training module is also under consideration.

Participants/Key Players:

- Alberta Student Transportation Advisory Council
- Amalgamated Transit Union
- Association du transport écolier du Québec
- Canadian Bus Association
- Canadian Urban Transit Association
- Ontario School Bus Association

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National Institute of Disability Management and Research

Definition of Sector:

Disability management has grown from a part-time activity to an essential component of primary industry, manufacturing and service provision. At many work sites, disability management roles and functions are delegated to individuals who lack the essential knowledge and skills to perform these responsibilities. The delivery of disability management services requires an understanding of numerous and complex issues related to injury, labour, economics, service delivery, benefits, contracts, negotiations, marketing and management information systems.

Established in 1994, the National Institute of Disability Management and Research (NIDMAR) is an education, training and research organization committed to reducing the human, social and economic costs of disability to workers, employers and society by focusing on the development and implementation of workplace-based reintegration programs for injured workers. The mandate of this labour–management initiative has been to develop and implement operational strategies for the successful reintegration of injured workers back into the work force.

Issues:

- Work site injury and disability have a significant impact and cost to workers, employers and society. Disability and health care costs have been increasing.
- In Canada, work-related injuries result in more than 30,000 permanent disabilities a year. The escalating costs of

workplace injury and disability threaten the competitiveness of Canada's employers in today's international marketplace.

- Disability management programs vary widely from employer to employer. There is a need for a national standard to ensure that the disability manager has the wide range of skills required to reintegrate the worker back into the work force successfully.
- Disability management co-ordinators are drawn from a variety of backgrounds, including human resources, health and safety, risk management, benefits and counselling. A successful disability management program enables labour, management and workers with injuries to assume joint responsibility in the planning and co-ordination of the services needed.

Activities:

NIDMAR established its National Steering Committee to oversee the research and development of a national occupational standard for a workplace-based disability management co-ordinator. The major tasks include:

- identify existing standards in the area of disability management and related occupations;
- conduct a national survey to identify the requirements and expectations of this sector (the outcome of this analysis will be compared with the standards set by the working group);
- develop and validate the national occupational standard using a focus group of practitioners that represent a cross section of sectors;
- develop an essential skills profile; and
- create a promotional package to be used by NIDMAR and members of the Steering Committee to promote the standard within the provinces and sectors.

Status:

Through an HRDC-funded agreement, NIDMAR's objectives are to: identify existing occupational standards in the area of disability management, conduct a labour market analysis to determine the needs of this sector, develop and validate a national occupational standard of the workplace-based disability manager co-ordinator, and develop and deliver a promotional package to be used to inform targeted groups about the new standard and the benefits of having a work force trained to the standard.

Future Developments:

NIDMAR undertook a project to develop a professional presentation package, including an overview, goals, objectives, expected outcomes and adoption of the standard. This package will be used to make formal presentations to groups such as the Conference Board of Canada, the Association of Workers' Compensation Boards, The National Working Group of Deputy Ministers of Labour, the Canadian Labour Congress and other national employers, associations and unions. Members of the Steering Committee will also be able to use the package to promote the standard within the provinces and industries.

Participants / Key Players:

- Community colleges
- Major employers and unions, and related associations
- National Institute of Disability Management and Research
- Worker's compensation boards

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Oil and Gas

Definition of Sector:

The upstream oil and gas sector includes:

- exploration and production companies;
- oil sands companies;
- geophysical, drilling and service rigs, and oilfield service and supply companies; and
- professional associations such as the Association of Professional Engineers, Geologists and Geophysicists of Alberta, to which most of the industry-specific professional staff belong.

Issues:

The oil and gas sector faces:

- shortages in skilled labour;
- the need for increased training, employment and maintenance of an Aboriginal work force within the oil and gas sector; and
- the need to develop a program of evaluating workers based on competency standards (i.e., a competency program).

Activities:

The Petroleum Services Association of Canada (PSAC) brought together labour and management representatives to develop a competency program within oil field service and supply companies. The development of the program is proceeding occupation by occupation. Two occupations (pumpers and well testers) have been completed. Seventeen occupations in three additional service sectors and a fourth sector are being evaluated.

Mainstream industry and associations have participated fully in the development of a strategy to increase the training, placement and retention of Aboriginal workers within the industry. The result has been the formation of a committee on Aboriginal participation which includes all the major associations representing the oil and gas industry. The committee directed a study which identified and examined the human resource issues facing Aboriginal people. The study catalogued existing training programs, outreach and employment services, and available institutions. The committee further encouraged and facilitated meetings between senior petroleum executives and band chiefs,

and organized three all-chiefs oil and gas conferences. The committee has arrived at a strategy to address Aboriginal employment within the industry and recommended the establishment of a national training institute to coordinate it.

Status:

The PSAC Competency Board continues to implement the competency program in the industry by conducting information sessions throughout Canada. This effort to encourage the national energy producers to embrace the national occupational standards will reinforce the benefits and value of job security.

The Aboriginal initiative has led to the establishment of the First Nations Education & Training Institute (FNET). In turn, the NSAS/FNET Development Committee has been established to develop ways of delivering classroom and on-the-job training which are free from cultural barriers. Strategies and processes will be created in order for FNET to act as an employment broker for First Nations peoples to the oil and gas sector.

The Canadian Association of Petroleum Producers has also developed and implemented a youth incentive program to encourage career exploration and development within the sector.

The PSAC Competency Board is exploring the implications and impacts of national standards for drivers and associated occupations. The First Nations Education & Training Institute (FNET) is developing programs to improve the selection, recruitment, orientation, upgrading and retention of First Nations peoples in the oil and gas sector.

Future Developments:

FNET is negotiating employment placement contracts with the major oil and gas development consortia on behalf of workers living on or near Aboriginal reserves.

The PSAC Competency Board is planning to develop occupational health and safety standards for specific occupations at well sites and in downstream processing plants.

Participants/Key Players:

- Canadian Association of Geophysical Contractors
- Canadian Association of Oilwell Drilling Contractors
- Canadian Association of Petroleum Producers
- Canadian Energy Pipeline Association
- Indian Resource Council
- Petroleum Services Association of Canada
- Small Explorers and Producers Association of Canada

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Definition of Sector:

There are more than 600 companies and professional associations representing over 1,500 members within the packaging industry. Occupations are diverse, but can be grouped into the following categories:

- suppliers of primary materials (steel, paper, glass, wood, plastic and rubber);
- manufacturers of packaging material; and
- users of packaging material.

Issues:

The packaging industry faces:

- increased awareness of, and demand for, environment-friendly products and manufacturing processes;
- new technologies; and
- due to globalization, an increase in the size of the market as well as the number of competitors. The threat of declining market share means companies in the industry need to increase both their cost efficiency and the value added.

As a result, key human resource issues have been identified including the need to:

- upgrade the competencies and performance standards of both workers and managers;
- develop better linkages among provincial training programs;
- improve managerial skills; and
- recruit more youth into the industry.

Activities:

The Packaging Association of Canada (PAC) is the predominant Canadian representative of, and forum for, the suppliers and users of packaging.

- PAC has developed linkages with the Canadian Professional Logistics Institute (CPLI) to encourage training on logistics-related elements of packaging to the packaging industry.
- PAC is exploring the potential benefits of establishing a national education committee to develop linkages between various provincial training efforts.
- PAC is exploring ways to adapt and expand the managerial Career Path program (which is offered only in Toronto and Montréal) to all occupations in all regions of Canada.

Status:

PAC, in partnership with the KEY Foundation (a national association of teachers and curriculum developers) and HRDC, has established the Packaging Career Council of Canada (PCCC). It will explore the potential benefits of enhancing sectoral partnerships through a national human resources development council. Its first task is to develop a career introduction program called Career-in-a-Box to be delivered by guidance counsellors within provincial education systems. The sector has also determined a need to develop and deliver conflict resolution training to supervisory and middle management levels, and to develop and pilot team-building initiatives (i.e., empower employees at the supervisory and shop floor levels). PAC, in partnership with HRDC, is exploring the benefits of a national sector study.

Participants/Key Players:

- Canadian Council of Education Partners (CCEP)
- Communications, Energy and Paperworkers Union of Canada
- KEY Foundation
- Packaging Association of Canada (PAC)

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Plastics

Definition of Sector:

The plastics sector is made up of companies transforming synthetic resins and plastic materials into a wide range of finished products, parts for other manufactured goods and intermediate products consisting of shapes and forms made by a variety of fabricating methods. Companies with in-house or "captive" production are excluded. In 1996, the Canadian plastics industry reported that:

- 90,000 Canadians were working in the sector;
- employment was expected to rise an average of two percent a year; and
- there were 2,500 plastic processing plants across Canada.

Issues:

The plastics industry is facing:

- globalization;
- changes in technology;
- changes in regulations;
- consolidation;
- changing relations with customers and suppliers; and
- pressures for mergers, acquisitions and joint ventures.

These issues have resulted in an increase in demand for highly skilled plastics workers.

Activities:

Stakeholders in the plastics industry (both labour and management) asked for HRDC assistance in undertaking an in-depth human resource needs analysis of the Canadian plastics industry. This project, started in the summer of 1994, was carried out under the direction of an industry steering committee. The final report of the human resource needs analysis proposes a series of recommendations to lead the industry in specific action toward strengthening the skills of individual workers, and improving the effectiveness with which the industry and businesses manage these skills.

Recommendations include:

- creating an industry sector council to co-ordinate human resource training and development initiatives;
- creating a training trust fund;
- promoting the development and adoption of national occupational and training standards;
- fostering the development and implementation of new learning technologies; and
- promoting the delivery of management and production-related training.

Status:

Regional consultations to validate the human resource needs analysis are finished and have shown support for beginning the development phase of a plastics sector council. A pre-developmental phase for the creation of a sector council for the plastics industry is under way.

Participants/Key Players:

- British Columbia Institute of Technology
- Canadian Plastics Industry Association
- Canadian Plastics Training Centre
- Canadian Polystyrene Recycling Association
- Centre des plastiques de Bellechasse Inc.
- Communications, Energy and Paperworkers Union of Canada
- Northern Alberta Institute of Technology
- Society of Plastics Industry of Canada
- United Steelworkers of America
- Various company representatives

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Printing

Definition of Sector:

The Canadian printing industry includes commercial printers, prepress firms, binderies and quick printers. In 1996, the Canadian Printing Industries Association estimated that the sector had 3,800 firms employing more than 75,000 Canadians, and producing \$8 billion worth of business with an additional \$7 billion generated in other sectors of the economy. It is the most geographically dispersed industry in the manufacturing sector in Canada.

Issues:

Four main issues face the printing industry:

- technological change (which has altered the skills base of shop floor occupations such as prepress, press and bindery);
- the need to improve the skills base of supervisory and management level occupations;
- the need to improve the skills of company trainers; and
- the need for better and more comprehensive human resource planning.

Status:

The Institute of Graphic Communications in Montréal is surveying the industry to determine the most pressing needs for human resource development within this sector. Results will be presented to industry representatives to determine a course of action.

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Public Policing

Definition of Sector:

The public policing sector is defined to include publicly funded organizations with a primary objective of providing police services (e.g., federal, provincial, municipal and First Nations police services). Both sworn officers at all levels and civilians employed in the sector are included. Military, railway, campus, and ports and harbours police, peace officers working in government departments (e.g., Immigration Canada, Revenue

Canada) and workers employed in the private security sector, such as security guards, have been excluded from this sector's definition.

The Canadian Centre for Justice Statistics (CCJS) estimated that in 1996, there were approximately 75,000 workers in this sector. The CCJS reported 37 police forces serving the federal and provincial governments, and municipalities with more than 100,000 people. The Solicitor General of Canada reports that there are also 50 self-administered First Nations police services. The CCJS also reported that total expenditures in the policing sector equal \$5.78 billion a year.

Issues:

The public policing sector is facing:

- changing government policies; and
- public pressure to change operating procedures, including those relating to training and fiscal restraint.

As a result, the following key human resource issues have been identified:

- employment equity;
- rationalization of training;
- occupational mobility;
- career paths; and
- management development.

Activities:

The sector is undertaking a human resources study which will assess:

- the operating environment of the sector;
- employment;
- adaptation to learning organization principles within the sector; and
- assessment of recruitment, inservice, specialty, and management training and development.

The sector study will provide a synthesis of the data, as well as recommendations. Issues relating to Aboriginal policing in First Nations communities and reserves will be explored through a separate study directed by a subcommittee of Aboriginal policing stakeholders.

It is expected that, in the fall of 1998, the membership of the steering committee, the terms of reference for the study and a project proposal will all be finalized.

Participants/Key Players:

The Canadian Association of Chiefs of Police is participating in the study as a representative of employers, while employees are represented by the Canadian Police Association and divisional staff relations representatives of the RCMP. The steering committee for the study also includes representation from:

- All police training institutes in Canada;
- Canadian Police Educators Association;
- Municipal police forces;
- Ontario Provincial Police;

- Other branches of the RCMP;
- Selected colleges and CEGEPs;
- Selected provincial solicitors/attorneys general;
- Solicitor General of Canada; and
- Sûreté du Québec

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Red Meat Processing

Definition of Sector:

The red meat processing industry comprises primarily firms which slaughter or process cattle and/or hogs. The industry is further segmented into federally, provincially and municipally inspected plants. There are roughly 1,100 meat slaughtering or processing establishments in Canada, of which about 457 are federally inspected. Only products from a federally inspected plant may cross provincial or international borders. Federally inspected firms, which collectively employ about 33,000 people, account for 85 to 90 percent of the industry's production.

Issues:

The red meat processing industry is facing:

- changing trade patterns;
- increasingly stringent food safety regulations;
- significant changes in public policy; and
- new technologies.

As these issues affect the way companies do business, they also affect the way people do their jobs.

Activities:

The Canadian Meat Council has asked HRDC to assess the impact of the new business environment on its labour force. A human resource sector study was directed by an industry steering committee and conducted by three working groups.

Status:

The sector study is complete. The report, available in September 1998, will consist of four modules: business environment, technology, human resources and an industry human resource strategy.

Participants/Key Players:

The sector study steering committee includes representatives from:

- Bilopage
- Canadian Cattlemen's Association
- Canadian Meat Council
- Canadian Pork Council

- Caravelle Foods
- CSD
- Fédération du commerce inc. (CSN)
- Gouvernement du Québec, Ministère de l'agriculture, des pêcheries et de l'alimentation
- Government of Alberta, Production and Marketing
- Government of Canada, Agriculture Canada, Meat and Poultry Products Division
- Government of Canada, Human Resources Development Canada, Sector Studies Division
- Government of New Brunswick, Ministry of Agriculture
- Government of Ontario, Ministry of Agriculture, Food and Rural Affairs
- Hubb Packers
- Lakeside Packers
- Olds College
- Olymel
- Ontario Independent Meat Packers and Processors
- Quality Meats
- United Food and Commercial Workers International Union

The business environment working group includes representatives from:

- Bilopage
- Burns Meat
- Canadian Council of Grocery Distributors, National Grocers
- Delft Blue Inc
- UFCW Local 1991P
- Viandes Experts 1994 Inc.

The human resources working group includes representatives from:

- Fédération du commerce (CSN) Association syndicale
- Intercontinental Packers
- Maple Leaf Pork
- Piller Sausages & Delicatessens
- UFCW Local 1118
- UniViande

The technology working group includes representatives from:

- Centre de recherche industrielle du Québec (CRIQ)
- CINTECH AA
- Government of Canada, Agriculture and Agrifood Canada, Red Meat Section
- Government of Canada, Agriculture and Agrifood Canada, Lethbridge Research Centre
- J. M. Schneider Inc.
- Olymel
- Trochu Meat Processors
- UFCW

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Retail

Retail

Definition of Sector:

The Canadian retail industry is engaged in selling consumer goods and related services to the general public. The retail sector is large and diverse, ranging from individually owned and operated enterprises and franchises to national and international department and specialty stores and manufacturer-retailers. Labour intensive and service oriented, the Canadian retail sector has a payroll of over \$421.5 billion and the highest number of jobs per business-assets dollar. Retail makes up 27 to 30 percent of the gross domestic product. Over 220,000 retail establishments generate over \$172.7 billion in sales. They provide employment for 1.62 million Canadians, or about 12.5 percent of the labour force.

Issues:

Recent studies have identified a number of issues facing the department store sub-sector:

- the influx of foreign competitors with a more professional culture and more training;
- low appreciation for the viability of retail careers (typically not seen as attractive professions);
- the lack of a university retail degree program in Canada;
- low levels of in-house training; and
- a need for increased amount, comprehensiveness and access to education, training and professional development, including information on the retail industry, especially in rural areas.

Activities:

The department store sub-sector has developed the Canadian Retail Management Education Program located at the Retail Council of Canada, which is promoting post-secondary education, to improve both the effectiveness of retail education and training in Canada, and the visibility and understanding of the retail sector in general. The sub-sector is also developing:

- two national occupational standards (one for management and one for sales associates);
- a PLAR program;
- methods of delivering distance/electronic education; and
- career information products on the retail industry and other marketing activities.

The food retailing and wholesaling sub-sector (examined in this document under the heading Food Retailing and Wholesaling) has also established a committee which directed a human resources study of the sub-sector in the fall of 1997.

Status:

The Canadian Retail Management Education Program has received considerable attention from a number of Canadian universities and colleges. A viable partnership has developed with Ryerson Polytechnic University evidenced by its introduction of Canada's first three-year bachelor of arts in retail studies in 1998.

Future Developments:

The department store sub-sector will be publishing career awareness materials and developing standards to assist

individuals in making better informed career decisions and in pursuing education and training for retail careers.

Participants/Key Players:

- Canada Post
- Canadian Tourism Human Resource Council
- Eaton's School of Retailing
- KMart
- LeviStrauss
- Nygard International
- Retail Council of Canada
- Retail managers and staff
- Ryerson Polytechnic University
- Sears
- Toys“R”Us

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Food Retailing and Wholesaling

Definition of Sector:

The grocery distribution sector is made up of wholesale and retail food establishments engaged primarily in the retailing of food specialties, or groceries and food wholesale dealing. These establishments vary in size and employ about 400,000 people across Canada. About 83 percent of these employees work in the food retail sector.

Issues:

A number of issues and challenges have been identified in the human resource study of the food retail and wholesale sector:

- determining the best full-time/part-time balance;
- retaining “involuntary” part-time workers;
- linking training and business strategies;
- increasing the overall amount of training in the industry;
- meeting new skill needs in the industry;
- involving all parties in the training process;
- improving the quality of on-the-job training;
- improving the industry image; and
- addressing the adjustment problems of those leaving the industry.

Recommendations addressing these challenges will be proposed by the study’s Steering Committee.

Activities and Status:

A national human resources study of the food retail and wholesale industry was launched in September 1996 following a

request for such a study from a number of companies and labour organizations. Most of the research and report writing has been completed. The Communications Group of the Steering Committee is finalizing and publishing the report, and developing a release strategy to communicate the study's results and recommendations across the industry. The study will be released in the fall of 1998.

Future Developments:

A transition committee with the mandate to explore implementation of the study's recommendations will be established before the official release of the study. The goal is to produce an action plan.

Participants/Key Players:

- Agriculture and AgriFood Canada
- Association des détaillants en alimentation du Québec
- Canada Safeway
- Fanshawe College of Applied Arts and Technology
- Fédération du commerce inc. (CSN)
- Ministère de l'Agriculture, des Pêcheries et de l'Alimentation, Gouvernement du Québec
- National Grocers
- Ontario Ministry of Agriculture, Food and Rural Affairs
- Overwaitea Food Group
- Retail Wholesale Canada (division of United Steelworkers of America)
- Ryerson Polytechnic University
- Teamsters, Local 419
- The Great Atlantic & Pacific Company of Canada Limited
- The Oshawa Group Limited

- The Canadian Federation of Independent Grocers
- United Food and Commercial Workers International Union, CLC, AFLCIO

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Sales

Definition of Sector:

Professional sales generally includes technical and wholesale sales specialists, as distinct from retail sales staff and management. According to Statistics Canada, in 1994 there were 1,205,000 people employed in the sales sector; 881,000 were full time and the remainder were part time.

Issues:

The sales industry faces:

- the globalization of trade;
- changing trade policies (e.g., NAFTA, FTA, GATT); and
- a need to increase the level of professionalism.

Activities:

In 1994, the Canadian Professional Sales Association (CPSA) founded the CPSA Sales Institute to promote selling as a

respected career choice. The CPSA has developed a program of study and two professional designations: the Certified Professional Sales Representative (CPSR) and the Certified Professional Sales Manager (CPSM).

To promote professional sales as a viable career choice, a career information package will be developed to introduce young people to professional sales and help make them aware of the various opportunities in this sector.

Status:

The CPSR program ran a pilot course during the spring of 1996. The course is now offered by more than 40 colleges and universities around the country. The CPSM program will be piloted this fall. A proposal for career information package is under development.

Participants/Key Players:

- Canadian Professional Sales Association (CPSA), which has over 34,000 individual members and is led by a board of directors
- CPSA Sales Institute

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Secondary Manufacturing Industry of Wood Products

Definition of Sector:

This sector includes firms involved in the second transformation of wood products and has a number of sub-sectors, e.g., kitchen cabinets, wooden doors and windows, and furniture.

Issues:

The Canadian Secondary Manufacturing Industry of Wood Products has been one of the principal areas of growth within the forest products industry over the last decade. It now faces increased competition from other countries. Therefore, the industry needs to adapt quickly to technological changes to increase its productivity and remain competitive. Education and training programs have to be updated to reflect new realities and to raise the competency level of the work force.

Activities:

A search conference was organized in March 1998 to provide industry leaders from across the country with an opportunity to:

- identify issues related to industry competitiveness in international markets;
- establish priorities to resolve those issues; and
- establish a plan of action.

Participants have identified five priorities of common interest which are to develop:

- a national structure with a focus on co-ordination and communication;
- a national strategy relevant to education and continuous training;
- markets for exports;
- a research and development mentality within the industry; and
- corporate financing.

Future Developments:

To follow up on the five identified priorities, participants have decided to form committees which will be responsible for developing action plans.

Participants/Key Players:

- Association des industries des portes et fenêtres du Québec
- Atlantic Canada Home Inc.
- BC Wood Specialties Group
- British Columbia Institute of Technology
- Canadian Wood Council
- CEGEP de Victoriaville-EQMBO
- Centre d'excellence en bois ouvré (NB)
- Comité sectoriel des industries des portes et fenêtres, du meuble et des armoires de cuisines
- Conestoga College - Woodworking Centre of Ontario
- Department of Natural Resources and Energy (NB)
- Export Building Products of Manitoba
- Forintek
- Fraternité nationale des forestiers et travailleurs d'usines/CSN
- Human Resources Development Canada
- Industry Canada
- Maritime Forest Ranger School

- Ministère des ressources naturelles du Québec
- Quebec Wood Export Bureau
- Rexfor
- Université Laval
- Woodlinks

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Sign Manufacturing

Definition of Sector:

The sign industry produces a range of products, including illuminated and neon signs, architectural, electronic and commercial signs, and outdoor billboards. Most firms in the sign industry are small enterprises. According to the industry's 1994 human resources sector study, in 1992, there were about 600 sign manufacturing firms with 15,900 employees.

Issues:

A number of issues were identified in the industry's human resources study, Imagemakers: Human Resource Challenges Facing the Canadian Sign Industry, including the need for improvements in:

- management development;
- work force management and development;
- lifelong learning;
- health and safety training; and
- industry culture and image.

Activities:

Following the release of the study, a NSAS committee representing stakeholder groups from the sign industry was established to validate study findings and seek industry input and support for any measures that would address the issues.

Workshops were held across Canada in which industry participants supported a collective approach to dealing with human resource challenges.

In September 1995, the NSAS committee decided to pursue the development of national occupational standards. An industry occupational standards development committee was established in 1996 to oversee the development of five occupational analyses to identify and describe tasks performed in the sign manufacturing process. The occupations studied were sign crafter, neon sign technician, sign fabricator, sign servicer and installer, and sign preproduction technician. The new national occupational standards will enhance training in industry and ensure that present courses meet industry needs. The analyses were published and presented to the industry at a national industry conference in the fall of 1997.

Status:

The sign industry is proposing a curriculum development project to build on the development of the five occupational analyses.

Participants/Key Players:

- Alberta Sign Association
- Association professionnelle des fabricants d'enseignes du Québec
- British Columbia Electrical Sign Association
- International Brotherhood of Painters and Allied Trades
- Madman Incognito
- Manitoba Sign Association
- Mediacom
- ND Graphic Products Ltd.
- Northern Alberta Institute of Technology
- Saskatchewan Sign Association
- Sign Association of Canada
- Sign Association of Canada Atlantic Chapter

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Small Business

Definition of Sector:

For the purpose of sectoral initiatives, a small business is one with up to 20 employees, in which the owner–operator performs most of the management activities or responsibilities at various stages of the business cycle. In the early 1990s, there were close to 900,000 small businesses operating in Canada.

Issues:

The small business sector is facing:

- a high percentage of small business failure within the first year of operation due to a lack of management skills;
- a need to improve the training culture within the small business community to help businesses operate effectively, grow and diversify;
- the challenge that although many management programs and materials exist, there is a need for more relevant, accessible and affordable training that meets the specific management skills required of the small business owner–operator; and
- a need for management skills that can assist small businesses in leveraging funds from the financial community.

Activities and Status:

In May 1997, the Steering Committee of the Canadian Labour Force Development Board, in partnership with HRDC, completed the development of the Small Business Owner/Operator Competency Guide through consultations with owner–operators of small businesses across Canada. This guide may

be used as a self-assessment tool for the skills required to operate a business effectively. The Steering Committee has developed a video to promote the guide to its members. The Canadian Tourism Human Resource Council has taken the lead and invited all sector councils to participate in a supervisory and management training development initiative. This generic and cross-sectoral project will be based on both the Small Business Owner/Operator Competency Guide and a supervisory skills standard. Three modules are planned for development: financial planning, human resource management and marketing.

The Institute of Small Business Counsellors Inc. (ISBCI) entered into a partnership agreement with HRDC to develop a national occupational standard and an essential skills profile for the small business counsellor. This project builds on the work previously undertaken by the ISBCI and the Atlantic Canada Opportunities Agency (ACOA) that developed an occupational standard in Atlantic Canada in 1994. This initiative will help to: create consistency in the delivery of small business counselling assistance on a national level, improve the quality of small business counselling offered to small business, contribute to the establishment of small business counselling as a recognized profession and allow for increased labour mobility by small business counsellors.

Participants/Key Players:

- Atlantic Canada Opportunities Agency
- Canada Economic Development for Quebec Regions
- Canadian Association for University Continuing Education
- Canadian Bankers Institute
- Canadian Federation of Business School Deans
- Canadian Labour Force Development Board

- Education Training Providers' Network
- Industry Canada
- Industry, Trade and Tourism, Manitoba
- Institute of Small Business Counsellors Inc.
- Office for Partnerships for Advanced Skills
- Private sector small business counsellors
- Representatives from 10 sector councils
- Representatives from universities and colleges
- Small business owner–operators and labour representatives
- Western Economic Diversification

Other national associations and groups participate in specific initiatives.

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Social Workers

Definition of Sector:

This study focuses on the two largest groups in the social work field: social workers and community and social services workers. The study, also takes into account probation officers, family and other counsellors, and managers in social, community and correctional services.

Issues:

The social work profession is facing unprecedented changes with the recent replacement of the Canada Assistance Plan by the Canadian Health and Social Transfer and the devolution of responsibility for the funding of social services from the federal to the provincial governments. The devolution of responsibility for funding and delivery of social services to local government in some provinces and the widespread shift to privatization of social service delivery across the country have also had an impact on the sector. In the midst of all this change, schools of social work are facing substantial cutbacks in funding. Further, social work and social service agencies are coping with rapid changes in technology and increased demands for accountability in addressing complex social issues. These changes have a significant impact on the roles that social workers are required to undertake, and on the training and education which they need to prepare them for practice.

Activities:

A literature review and gap analysis on human resource issues facing social workers in Canada has been completed. The sector will be developing the research framework and establishing a steering committee for an occupational study over the summer months. The occupational study is scheduled to begin in the fall of 1998.

Participants/Key Players:

The following list represents the advisory committee for the literature review and gap analysis. Representation will be expanded for the occupational study.

- Canadian Association of Schools of Social Work (CASSW),
- Canadian Association of Social Workers (CASW)
- Canadian Committee of Deans and Directors of Schools of Social Work, (CCDDSSW)
- Private practitioners
- Regroupement des unités de formation universitaire en travail social (RUFUTS)

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Software

Definition of Sector:

There are four areas of employment in the software sector:

- companies that develop and market software products;
- companies that develop software products which are then embedded in other products (i.e., the software is not marketed as a separate product);
- companies that provide software-related services on a consultative basis; and
- organizations that use information technology to support and generate business (e.g., government, banks, hospitals) and that employ management information systems (MIS) professionals.

The Human Resource Issues and Opportunities: Software and National Competitiveness Report concluded that, in 1992, there were over 150,000 people directly involved in the development and implementation of software in Canada.

Issues:

The industry has identified five critical issues:

- the current and worsening shortage of personnel for the software industry;
- the lack of good labour market information for the industry;
- the lack of a clear identity and definition of software workers;
- training requirements which are not being addressed by employers; and
- a lack of a strategic view of software human resource issues by policy makers.

Activities:

In September 1992, the Software Human Resource Council (SHRC) was formed to provide a forum for industry, workers, educators and governments to address the human resource issues facing software workers and employers in Canada.

Initiatives are aimed at:

- improving the definition and image of the software worker;
- increasing the supply and quality of workers entering the software labour force;
- improving the skill levels of workers in the software sector;
- tracking and projecting changes in both the demand and supply of labour and skills; and
- promoting national occupational standards.

The Council had a skills upgrading agreement with HRDC from 1993 to 1997 to upgrade and renew the skills of workers. Five projects were initiated under the agreement.

- MENTYS: The Learning Server — an education delivery vehicle providing multimedia, interactive, client-server training to Canadian information systems professionals over the Internet.
- Global Learning Organization — a systemic skills development program of lifelong learning using learning organization methodology and including multimedia tools that diagnose problems, outline prescriptions and maintain tracking statistics.
- Retrain Courseware Suite — just-in-time training to meet retraining needs in the software industry and for distribution across Canada.
- Education Program for Software Professionals — a core competency curriculum to train mainframe management information systems developers in client-server technology.
- Software Engineering Curriculum — a four-part curriculum on engineering approaches to software development including software engineering concepts, software quality assurance, requirements specifications and analysis, and configuration management.

The SHRC has developed two youth training projects, the Information Technology Management Program (ITMP) and the Information Technology Professional (ITP) program, partly funded by HRDC under the Sectoral Youth Internship initiative.

ITMP is a high school program which combines academic study with technical and project management experience gained through support and management of the school information technology environment, work placements and telementoring.

The program is available for use by schools, school boards and ministries of education across Canada.

ITP involves the delivery of a one-year intensive training program in the field of client-server computing to non-computer science college and university graduates. The training program includes a 10-week work term in software-related jobs paid by participating employers. As well as technical skills, the program focuses on project management, business applications and communications. It is available for delivery by community colleges, universities and private training institutions across Canada.

In March 1996, the Council held a software industry round table on national occupational standards. As recommended in the round table, the SHRC is finalizing a profile of the software sector which will define the occupations and skill sets within the sector.

The SHRC is managing a youth science and technology internship program for the sector. The goal is to provide unemployed and under-employed youth, who have science and technology backgrounds, with 10-to-12 month internships that will result in long-term employment in the sector. The internships are intended to provide the essential on-the-job skills development and experience that employers are seeking.

The SHRC is participating in an HRDC pilot project to test a streamlined validation process to allow foreign workers with specific software development skills to enter Canada on a temporary basis to fill positions when no qualified Canadians can be found.

Status:

In May 1998, the SHRC hosted the IT Skills Crisis Workshop. Based on its results, the Council will pursue priorities and initiatives on behalf of industry, education and government partners.

Participants/Key Players:

- Association of Community Colleges of Canada
- Association of Universities and Colleges of Canada
- Canadian Advanced Technology Association
- Canadian Information Processing Society
- Canadian Society of Professional Engineers
- Employers of software workers
- Information Technology Association of Canada

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Definition of Sector:

The sector includes all steel manufacturing companies with melting capacity (the ability to make steel as opposed to heating steel only) functioning in Canada. According to the 1996 Metals and Minerals Processing Industry Report, the six Canadian-owned firms in the steel sector:

- account for 80 percent of Canada's steel production;
- account for 9.5 million tonnes of the country's 15.9 million tonne steel-making capacity;
- contribute \$3.6 billion to Canada's economy, or about 0.5 percent of gross domestic product; and
- employ about 33,600 people (1995).

The average wage in the steel sector (\$51,159 in 1994) has been nearly 70 percent higher than the national average.

Issues:

The steel industry is facing:

- changes in technology;
- globalization; and
- increased competition.

As a result, the human resource issues have been identified as the need to:

- introduce more value added;
- restructure; and
- develop new skills.

Activities:

The Canadian Steel Trade and Employment Congress (CSTEC) Training and Adjustment Committee oversees CSTEC's training activities and its downsize adjustment. The Committee is engaged in the development of the Steel Manufacturing Training Program (SMTP). Twenty community colleges and CEGEPs are working with CSTEC to develop 57 courses which will make up the training program. They have further agreed to implement a system whereby credits for the program received at one institution may be transferred to another.

Also included in this project is a PLAR which evaluates and grants credits for equivalency for a worker's prior education, training and work/life experience. Each CSTEC trainee will have the option of taking a PLAR portfolio development course. On its completion, the worker will receive a credit for this course.

In late 1997, the CSTEC began to offer a service to assist the industry in hiring new science and technology graduates. Under the terms of an agreement with HRDC, about 210 new graduates will be given the opportunity for employment throughout the industry.

Status:

As well as assessing the training needs of steel producers, the curriculum for the SMTP consists of steel-specific technical material and foundations of learning and work reorganization. The course development was completed in the spring of 1997. Implementation of the agreement provides the basis for a national entry-level program into the steel industry. One

objective is for the steel industry and employees to see, in a tangible way, that the benefits outweigh the costs of taking a more strategic, effective and efficient approach to human resource development and lifelong learning. The industry aims to be self-sufficient in delivering courses under the SMTP. Industry efforts under the Youth Science and Technology project have resulted in 105 placements of recent graduates in employment.

Participants/Key Players:

- Algoma Steel Co.
- Dofasco Steel Co.
- PSO Co.
- SidbecDosco Steel Co.
- Stelco Steel Co.
- United Steelworkers of America
- VACO Co.

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Technicians and Technologists

Definition of Sector:

Thirteen disciplines in the applied science and engineering field are represented in this sector:

- architectural;
- biosciences;
- chemical;
- civil;
- electrical;
- electronic;
- forestry;
- industrial;
- instrumentation;
- mechanical;
- mineral resources;
- petroleum; and
- surveying.

Issues:

Issues facing the sector include:

- the changing supply of, and demand for, technicians and technologists;
- the need for national standards for applied science and engineering technicians and technologists; and
- the need for a “technofile,” recording a large pool of validated, qualified workers to meet the increasing needs of the industry.

Activities:

In January 1995, the Canadian Council of Technicians and Technologists (CCTT), with funding support from HRDC, established the Canadian Technology Human Resource Board (CTHRB) — a secretariat which develops national technology standards. The CTHRB is a not-for-profit organization associated with the CCTT, and is managed by an executive director who reports to the CTHRB advisory board. The board comprises about 10 members representing industry, labour, education, government and other stakeholders. This secretariat will monitor and update the competency-based national standards for applied science and engineering technicians and technologists.

In 1997, the CTHRB, in conjunction with HRDC, updated and released national occupational standards for technologists in 13 disciplines in applied sciences and technology. National occupational standards for technicians in the same disciplines were completed in late 1995 and released on CDROM in 1996. Both standards are now available on the Internet.

Status:

The CTHRB, in partnership with industry representatives, educators and HRDC, has established steering committees to:

- update and expand the national technology occupational standards (format similar to the current technicians standard and available on CDROM and the Internet);
- develop a first work experience program for recent technology graduates in Canada, which includes a business practices component (during this 12-week program, graduates are

assessed on knowledge, skill, competencies and behaviour, with the potential for permanent employment);

- develop the Canadian Technology Career Advancement Program (CTCA) (a national data base designed to record the skill-based competencies of the industry); and
- establish PLAR assessment tools.

Future Developments:

- Explore the role that industry can fill to address the issues and concerns around mobility of workers and the placement of immigrating professionals.
- Partner with a number of sector councils and associations to address the issues of occupational standards and training (e.g., in the chemical sector, microelectronic semi-conductor sector).
- Develop a marketing program to ensure national and international clients have access to the products and services of the technician/technologist industry.

Participants/Key Players:

- Association of Canadian Community Colleges
- Canadian Construction Association
- Canadian Council of Technicians and Technologists
- Canadian Institute of Forestry
- Canadian Manufacturers Association
- Chemical Institute of Canada
- Electrical and Electronic Manufacturing Association of Canada
- Information Technology Association of Canada
- Mining Industry Technology Council of Canada
- National Council of Deans of Technology
- Northern Telecom
- Ortho Pharmaceuticals

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Telecommunications

Definition of Sector:

The telecommunications sector comprises organizations that provide two-way, switched communication network services for transmitting voice, data and image content, or are establishing capabilities to provide such services. Also included are organizations that design, develop, manufacture and market telecommunications equipment that enables these services to be delivered and used.

Issues:

The Canadian telecommunications industry is undergoing a period of intense upheaval and restructuring at a time when its business outlook is highly uncertain. The industry is facing the following issues related to its work force.

- Deregulation, competition and new technology are causing structural and cultural change, redefining the company–employee relationship.
- Retraining is inconsistent, with few instances of displaced workers being reskilled.
- Educators are responding to industry needs, but more work needs to be done to produce the graduates required to meet current and future needs in new technologies.
- Effective human resource management is increasingly seen as a critical tool to gain strategic advantage.

Activities:

Recognizing that the skills, quality and management of its human resources are vital to its continued success, the telecommunications industry decided to conduct a major study in 1995-96 to identify human resource challenges and priorities, and to craft strategies to address them. The study was overseen by a steering committee composed of representatives of most of the main stakeholder groups, and was conducted using three methods:

- consultations with employers, industry experts, employees, educators, unions, governments and other stakeholders;
- an issues forum at which industry representatives debated the business trends and issues; and
- a national round table at which a cross section of people from the industry reviewed the preliminary findings from the study, and worked together on a vision and action plans for the future.

The study report, Human Resources Study of the Telecommunications Industry... an enabler of business activity and human interaction..., was released in September 1996.

Status:

In April 1997, a committee of industry representatives decided to proceed with the development of a human resources sector council for the telecommunications sector. The council will:

- provide a forum for discussion and exchange of information on innovations and success in human resource strategies, employee communication and involvement processes;
- provide a strong industry voice to coordinate and disseminate information on current and future industry needs to educators;
- bring together employers with similar needs to take collective action on critical human resource issues (e.g., short-term staff shortages); and
- sponsor specific projects to further the use of technology in the delivery of training and education, to improve access and reduce costs.

Future Developments:

The industry committee plans to submit a developmental sector council funding proposal to HRDC in the fall of 1998.

Participants/Key Players:

- BC Tel
- Bell Canada
- Communications, Energy and Paperworkers Union of Canada
- Ericsson Communications Inc.
- Industry Canada
- NB Tel
- Newbridge Networks Corporation
- Nortel Technology

- Northern Telecom Ltd.
- Stentor Telecom Policy Inc.
- Telecommunications Workers Union
- University of Waterloo

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Textiles

Definition of Sector:

This sector includes companies producing textiles for use in apparel products, home furnishings and 150 other industries.

Issues:

The introduction of new technologies affects the need to:

- redefine occupational skill needs;
- improve recruitment by improving the sector's image in the eyes of Canadians;
- promote and develop a learning culture; and
- facilitate access to training.

Activities:

The Textiles Human Resources Council (THRC) began its operational activities in January 1994. The Council is actively involved in the development of occupational profiles in three different job categories: supervisor, machine specialists and dyers/finishers. The THRC will enter into the development of the curriculum for knitting mechanics in the near future. Multimedia could be used for distance learning delivery for some of those occupations. The Youth Internship Agreement for Textiles Management has been developed in partnership with the industry, unions, Mohawk College, McMaster University and North Carolina University. Seminars in textile management, selling skills, plant workers and textile basics are still offered by the Council. National Textiles Week and the conference remain the best communication tools to present a favourable image and promote career opportunities in the textile industry and to inform the industry about Council activities.

Status:

The Council is now working on essential skills development and an equity project.

Future Developments:

The THRC anticipates the creation of a skill and technology centre, where the industry and the general public could access training and information related to the sector including multimedia delivery.

Participants/Key Players:

- Association des employés du textile de Sherbrooke
- Barrday Inc.
- BASF Canada Inc.
- Britex Limited
- Canadian Carpet Institute
- Canadian Textile Institute
- Cavalier Yarn
- CEGEP de Saint-Hyacinthe
- Celanese Canada
- Dominion Textile Inc.
- Doubletex
- Fédération des Syndicats du textile et du vêtement (CSD)
- Hartford Fibers Ltd.
- J.L. de Ball Canada Inc
- Union of Needletrades, Industrial and Textiles Employees
- United Food and Commercial Workers

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Definition of Sector:

The tourism industry is a diverse group of operators and businesses selling a range of products and services to tourists and travellers. The industry can be divided into eight subsectors:

- accommodation;
- food and beverage;
- transportation;
- adventure tourism;
- travel trade;
- attractions;
- events and conferences; and
- tourism services.

Issues:

The growth forecast for international tourism between now and 2005, both globally and in Canada, provides an excellent opportunity for Canada to increase its tourism export revenues. Tourism growth is projected to be higher than overall economic growth, with a projected employment increase that exceeds the overall growth rate of Canadian jobs. To take full advantage of its growth potential, the industry needs to address the following key human resource issues:

- a work force with below average education and training;
- a lack of private-sector support for training;
- skill deficiencies and the inadequate supply of skilled workers;
- high turnover and a negative career image;
- the need for more training;
- the impact of new technology;

- the need to improve productivity; and
- the need to improve customer service.

Activities:

The Canadian Tourism Human Resource Council (CTHRC) was formed in November 1993 to facilitate human resource development activities that support a globally competitive and sustainable Canadian tourism industry. The CTHRC has worked in partnership with HRDC within the framework of three standards agreements and two youth internship agreements. A pilot for a tourism-specific electronic labour exchange will interconnect with HRDC's Electronic Labour Exchange. In 1995, the CTHRC published an updated profile of tourism-related employment in Canada; in 1996, a guide to tourism careers, education and training, called *Student Travel Map* was produced; and in 1997, a report, Future Skill Requirements in the Retail Travel Industry was published.

Status:

The CTHRC has developed some 40 national occupational standards for tourism, essential skill profiles for 13 occupations and workplace-based training materials and certification programs for over 25 occupations. All the CTHRC's products and services are available through its 12 provincial and territorial partners, the tourism education councils. By the end of 1997, these partners had certified about 10,000 persons in tourism occupations. National data bases are near completion which will make the Council's work more accessible to the industry. A normalized data model is in place to provide consistent computer tracking and evaluation of CTHRC programs and services across Canada. The CTHRC has created a

computerized lexicon of French tourism terminology. A sales and distribution system has been developed which allows economies of scale for production and shipping of CTHRC products.

The CTHRC's sectoral youth internship program links high school graduates with businesses and trainers. Within the framework of this internship, participants undergo pre-employment skills training, on-the-job training and career preparation and awareness activities. The youth program leads into any of the eight tourism subsectors. More than 1,500 young people have received training under this program.

The CTHRC has created, in partnership with the private sector, the Canadian Academy of Travel & Tourism, which incorporates tourism activities and projects into the classroom curricula of students in grades 10 to 12. The Academy is now operating in six provinces and one territory, and plans for expansion into three additional provinces are under way.

A partnership between the CTHRC, the Canadian Tourism Commission and Statistics Canada is working to expand the level of detail of the tourism satellite account data base.

Participants/Key Players:

- Aboriginal Tourism Team Canada
- ACCESS (ACTA/CITC Canadian Educational Standards Systems)
- Alliance of Canadian Travel Associations
- AMEX Canada Inc.
- Canada Council on Hotel, Restaurant and Institutional Education
- Canadian Airlines International

- Canadian Auto Workers Union
- Canadian Federation of Chefs and Cooks
- Canadian Food Service Executives Association
- Canadian Institute of Travel Counsellors
- Canadian Pacific Hotels and Resorts
- Canadian Restaurant and Foodservices Association
- Canadian Tourism Commission
- CAW Canada
- Delta Hotels and Resorts
- DFS Ventures
- Fédération du commerce inc.
- Hotel Association of Canada
- Hotel Employees Restaurant Employees International Union
- Hotel, Restaurant & Culinary Employees and Bartenders Union
- Intrawest Corporation
- Meeting Professionals International Canadian Council
- Provincial/territorial hotel associations
- Provincial/territorial ministries of skills, training, labour
- Provincial/territorial ministries of tourism
- Provincial/territorial tourism education councils
- Tourism Industry Association of Canada
- United Food and Commercial Workers International Union
- United Steelworkers of America

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Translators

Definition of Sector:

This industry includes the professions of translator, interpreter and terminologist, as well as suppliers of computer-assisted translation and machine translation services.

Issues:

The Canadian translation industry has just created, with the support of HRDC, the Canadian Translation Industry Sectoral Committee. This committee has given itself the mission of analysing the situation and developing a strategy for developing the human resources and the export opportunities in this sector of the economy.

Through its members, representing the professional associations, translation firms, large companies, universities and suppliers of translation-support software, and with the help of observers in the federal and provincial governments, the committee wants to ensure that Canada remains a leader in the translation field. In this connection, it plans to define its market niche properly,

develop a positioning and human resources development strategy, and promote co-operation among industry members.

Activities:

Several challenges and factors of change affect the industry:

- market globalization, which is opening up markets to foreign languages and foreign translation firms;
- technological developments with respect to translation tools and telecommunications;
- the fact that those working in the industry tend to be young, with nearly 60 percent of the work force under 40 years of age;
- the lack of experienced translators;
- gaps with respect to the required skills; and
- gaps in institutional training.

Status:

Note that, in February 1998, the Sectoral Committee awarded a contract to the Mallette Maheu Andersen group of Montréal to conduct an in-depth study that would make it possible to develop a picture of the translation industry in Canada that would be as accurate as possible. This research focuses on the following themes:

- analysis of the situation, the context with respect to competition and the major trends in the industry;
- evaluation of the industry's capabilities on the Canadian and export markets; and
- development of an implementation plan and a human resources strategy.

The methodological approach for this project includes a survey of translation organizations, suppliers and clients, interviews with key translation industry stakeholders and focus groups.

Communication tools will be developed to ensure participation by the entire translation industry and that all are able to monitor developments with respect to this project, which should be completed in about 12 months.

Participants/Key Players:

- Association of Translators and Interpreters of Ontario (ATIO)
- Canadian Translators and Interpreters Council (CTIC)
- Designers of translation-support tools
- Educational institutions
- In-house language services of large companies
- Ordre des traducteurs et interprètes agréés du Québec (OTIAQ)
- Private translation firms
- Provincial governments
- Translation Bureau of Canada

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Truck Transport

Definition of Sector:

Trucking is the primary mode of transportation in Canada with most of the goods we use today travelling by truck. The industry is situated in every province and territory and employs over 300,000 workers, with truck driver being the key occupation. Trucking, which tends to track the general economy, continues to increase its market share of the transportation sector. The industry is divided into three segments: for-hire trucking, private trucking and the owner–operator segment. A number of key factors continue to impact the sector:

- the growth of cross-border traffic (Canada–USA);
- growth in all segments in terms of revenue, number of trucks and tonnage shipped;
- domestic and international deregulation;
- technology advancements;
- public safety concerns; and
- generally weak human resource practices.

Issues:

Human resource issues include:

- the shortages of experienced, qualified truck drivers;
- the industry image and its ability to attract workers;
- worker retention and turnover rates;
- the variable quality of existing entry-level driver training programs;
- demographics and driver retirement rates;
- skills qualification gaps within the existing work force;

- professionalism and worker recognition issues; and
- the growing importance of the dispatcher occupation.

Activities:

Industry stakeholders established the Canadian Trucking Human Resources Council (CTHRC) in September 1993. Its mandate is to ensure an adequate supply of people with the appropriate knowledge, skills and commitment to meet the human resource needs of the Canadian trucking industry.

The Council has become the national focus and authority on human resource standards and certification within the Canadian trucking industry. Accordingly, it has launched a number of products and services to develop the various segments of the work force and is working to enhance the image of the industry.

- An industry-developed, national entry-level truck driver training standard, Earning Your Wheels, has been implemented. Accredited training sites are located in Nova Scotia, New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan and British Columbia.
- The Business Skills Training for Owner–Operators Workshop covers basic business management and financial aspects for the owner–operator segment of the industry.
- The Professional Driver Recognition Program offers a refresher workshop for experienced, qualified drivers. The program recognizes and certifies existing drivers who meet criteria, for their professionalism. It reinforces professional conduct and identifies and reviews skills upgrading needs.
- The Professional Development–Skills Upgrading Program for experienced drivers enhances safety and productivity standards. This series of 15 training modules has been

developed and piloted. It includes modules on defensive driving, securing a load, time management and trip planning, skid control and recovery, and hours of service.

Status:

The Council has surveyed and assessed the training needs of the more than 4,000 maintenance and repair workers who work within the Canadian trucking fleet.

A career information package, *Driving Towards A Career*, has been distributed to about 10,000 elementary, junior and secondary schools across Canada. The kit doubles as a speaker's tool for industry members who volunteer for career events in their communities.

On behalf of the industry, the Council examined the feasibility of delivering skills upgrading modules by way of new media learning material. It appears the industry is capable of moving toward the adoption of alternate training delivery systems.

The human resources update study has now been completed, providing the Council with valuable information with which to plan for the industry's future needs. The dispatcher occupation was identified as an area requiring further work by the Council.

Future Developments:

The Council is engaged in an aggressive marketing and sales campaign to increase market demand for its products and services.

The Council is also assessing the need for professional development opportunities for industry managers and

supervisors. Should the need be confirmed, a project to modify, adapt and re-package existing management training offerings will be considered. As well, the CTHRC is poised to develop an occupational standard for the dispatcher occupation.

In partnership with a number of potential sponsors, the Council will also be moving to transform and adapt its skills upgrading modules for distance learning—alternate delivery applications.

Participants/Key Players:

- Canadian Auto Workers Union
- Canadian Conference of Teamsters
- Canadian Trucking Association
- ComCar OwnerOperators Association
- Private Motor Truck Council of Canada
- Transportation and Communications Union

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Women in Trades and Technology

Definition of Sector:

The Women in Trades and Technology National Network (WITT NN) is a non-profit organization established in 1988 for the encouragement, training and promotion of women in trades, technology, operations and blue collar work (TTO/BCW). WITT NN has established a cross-sectoral council which provides services and support to other sector councils, the private sector, labour, educators and other labour market partners.

Issues:

Women in trades and technology face a variety of issues, including:

- increasing the low representation of women in trades, technology, operations and blue collar work by improving recruitment, selection, training and retention practices;
- seizing opportunities presented through existing sectoral partnerships to identify and address common labour force development issues; and
- a lack of comprehensive industry data, making it very difficult for this cross-sectoral group to develop effective human resource strategies.

Activities and Status:

- Strong partnerships and linkages have been built with women working in TTO/BCW and with stakeholders in various sectors. WITT continues to secure a broad base of corporate sponsors from the private sector to support project activity.

- A number of high-quality products and services have been developed, including recruitment and retention strategies for youth, gender-neutral editing services, workshops and checklists on gender/cultural awareness, national standards for designing and delivering WITT courses and a variety of resource materials.
- The Sectoral Youth Internship project, Construction Technology for Women, will be completed in September 1998.
- Employment equity training development continues. This training will be pilot tested and made available to employers across Canada through WITT trained and certified trainers during this fiscal year.
- An employment retention model is being developed to improve the poor current retention rates of women and equity groups in traditionally male-dominated industries and occupations. The model will be complete and made available to employers within this fiscal year.
- WITT participated at the EnviroCareers pavilion at GLOBE 98 in Vancouver (March 1998) and in the Skills Canada Competition in Vancouver (May 1998).

Future Developments:

The WITT Sector Council will continue its cross-sectoral activities in the following areas:

- WITT will continue to focus on youth and information. With corporate support, WITT will develop relevant, comprehensive career information products and create an Internet delivery system aimed at young women.
- WITT supports the creation of a WITT trainer certification program. Through this program, WITT could create a network of trainers to work with other sectors to address equity and related issues.

- Through its Learning Partnerships Program comprising industry and community partners, WITT will continue to promote the expanded use of the learning model piloted in its successful Sectoral Youth Internship project.
- Develop a partnership with Skills Canada to encourage women's participation in skills competitions.

Participants/Key Players:

- B.H. P. Minerals
- Canadian Auto Workers (CAW)
- Canadian Construction Association
- Canadian Council for Human Resources in the Environment Industry (CCHREI)
- Canadian Council of Directors of Apprenticeship
- Canadian Homebuilders Association
- Canadian Labour Congress
- Canadian Pacific
- Canadian Technology Human Resource Board (CTHRB)
- Local and provincial WITT groups
- Ontario Ministry of Education and Training
- Saskatchewan Institute of Applied Science and Technology
- Skills Canada
- Southern Alberta Institute of Technology
- Stentor Alliance
- Suncor Energy
- Syncrude Canada Ltd.
- Wired Woman

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